

MARIA ANTOANETT CRAB

**CUSTOMER EXPERIENCE IN A HUNGARIAN FINE DINING
RESTAURANT. A MARKETING PERSPEKTIVE.**



UNIVERSITY OF ALGARVE
FACULTY OF ECONOMICS

2019

MARIA ANTOANETT CRAB

**CUSTOMER EXPERIENCE IN A HUNGARIAN FINE DINING
RESTAURANT. A MARKETING PERSPEKTIVE.**

Master in Tourism Organization Management

Internship Report made under the supervision of:

Prof. Nelson Matos



UNIVERSITY OF ALGARVE
FACULTY OF ECONOMICS

2019

CUSTOMER EXPERIENCE IN A HUNGARIAN FINE DINING RESTAURANT. A MARKETING PERSPECTIVE

Work Authorship Declaration

I declare to be the author of this work, which is unique and unprecedented. Authors and works consulted are properly cited in the text and are in the listing of references included.

Maria Antoanett Crab



.....
(signature)

Copyright

© **Copyright:** Maria Antoanett Crab.

The University of Algarve has the right, perpetual and without geographical boundaries, to archive and make public this work through printed copies reproduced in paper or digital form, or by any other means known or to be invented, to broadcast it through scientific repositories and allow its copy and distribution with educational or research purposes, non-commercial purposes, provided that credit is given to the author and Publisher.

ACKNOWLEDGEMENT

I have chosen this Internship, because of my great interest in gastronomy and the dream of owning my own restaurant. I would like to thank Bense Márk, Baics Péter and Kozma Tibor, my General Managers, for the patience and time they have spent teaching me and helping me write my Internship Report. The team, especially one of its members, Orosz László, has helped me a lot in learning new techniques and ways to give proper customer service to guests, as well as have answered all my questions in order to make this Internship Report possible.

Most of all, I would like to thank my family, who wholly supported my coming abroad to study. My amazing mom for helping me revise and make comments on my report as well as helping me bounce back when feeling discouraged.

Last, I would like to thank Daria for reviewing my English and Raivis for submitting my thesis and motivating me at any time.

RESUMO

Este relatório descreve o papel e as respectivas tarefas que um gerente de experiências realizou num restaurante de fine-dining na Hungria. No início, o relatório visou a literatura existente sobre a experiência do cliente e a literatura sobre a gestão de pistas ou clues management. Verificou-se que a economia das experiências de Pine e Gilmore (1998) conduziram a uma transformação da indústria e da academia, visto que o foco deixou de ser a transação de produtos e serviços para passar a ser o consumo das experiências. A revisão da literatura permitiu também verificar que as experiências devem ser geridas dado a sua complexidade e subjetividade. Constatou-se também que as experiências gastronómicas na restauração devem proporcionar aos clientes uma experiência memorável, e que o gerenciamento de pistas é uma opção viável para gerenciar a experiência do cliente neste setor. O estágio decorreu de Junho a Novembro, no grupo Zsidai, que é grupo proprietário do Pierrot's Restaurant, sobre a supervisão de dois gerentes do Restaurante Pierrot's. Durante o estágio foi verificada a importância do uso do gerenciamento de pistas, ou seja, pistas funcionais, humanísticas e mecânicas. Estes atributos da experiência de fine-dining podem ser vistos como pistas de experiência. A perspectiva Clue Management significa que os clientes captam pistas que podem ser distinguidas em termos de pistas funcionais, mecânicas e humanas. As pistas funcionais criam uma percepção racional respondendo à pergunta o quê, enquanto as pistas mecânicas e humanistas causam mais impacto na emoção do que na razão.

Como os restaurantes de fine-dining representam um segmento de mercado de nicho, pelo que é importante que os gestores identifiquem os pontos fortes e fracos dos serviços e da experiência oferecida. Neste sentido, os gerentes devem identificar os principais atributos da experiência que podem influenciar a satisfação e as memórias dos clientes, tais como a qualidade dos alimentos, o tipo de alimentos, a qualidade de serviço, a atmosfera do local, o preço, a inovação nos menus e serviço, a distintividade da oferta, o engagement, a co-criação e ainda a autenticidade. No decurso do estágio foram realizadas várias tarefas: Gerenciamento e controlo dos custos de alimentação, análise SWOT, pesquisa sobre grau de satisfação dos

funcionários, avaliação da popularidade dos menus, e ainda Revenue Management. A elaboração de uma análise SWOT com a ajuda do gerente geral e de outros membros da equipa permitiu também posteriormente há necessidade de realizaram-se reuniões de brainstorming, para se identificarem os pontos fracos, fortes, oportunidades e ameaças. Esta experiência foi bastante gratificante, visto que permitiu também aprender como as fraquezas e ameaças poderiam ser transformadas em pontos fortes e oportunidades. No mesmo contexto, o mundo de hoje requer que os gerentes de experiências consigam e saibam gerenciar as avaliações on-line do restaurante. A gestão dos comentários do Tripadvisor, Google e Michelin foram deste modo tarefas fundamentais. Os comentários positivos e negativos mostraram ter impacto no valor da marca e no desempenho financeiro do restaurante. Assim, responder aos clientes para manter uma boa conexão com o cliente ou contestar qualquer comentário injusto é crucial.

O estágio também permitiu aprender a utilizar o Open Table Revenue Management Software, software que auxiliou a controlar o lead time da reserva; a origem das reservas; o tamanho de grupos de clientes e o tempo médio gasto pelos clientes no restaurante.

As tarefas do estágio descritas e a análise crítica realizada mostram que o estágio permitiu que aprendesse sobre as tarefas que um gerente experiencial precisa realizar para proporcionar uma ótima experiência gastronómica aos clientes. Para estar envolvido em serviços de alta qualidade e fazer parte de uma equipa, a orientação do gerente geral é crucial. A aprendizagem na resolução de conflitos foi fulcral assim como o trabalho em equipa, mesmo em situações de tensão.

Trabalhar num restaurante é lidar com pessoas. Isso inclui não apenas o gerenciamento dos convidados e a sensibilidade para sentir o que o convidado exige (por exemplo, conversar com eles ou deixá-los disfrutar da refeição), mas também ser um membro integral da equipa. Trabalhar na equipa da Pierrot's, permitiu a criar amizades e conhecer outras realidades e personalidades. A equipa participou ativamente, apoiando e auxiliando as atividades desenvolvidas durante o estágio com vista a um melhor desempenho diário, e permitiu tornar a gestão da experiência no restaurante mais rica, para os consumidores e staff. Por exemplo, o questionário à satisfação dos funcionários ajudou os gerentes do restaurante a reconhecer que existiam lacunas que precisam de ser

preenchidas para manter a equipa motivada. Outro exemplo, foi o trabalho em equipa que foi feito para a análise SWOT. Toda a equipa veio mais cedo para trabalhar, apenas para ajudar a identificar lacunas e oportunidades para a primeira análise SWOT a ser feita no restaurante. O sentimento de pertença a uma equipa que o foi experienciado desde o primeiro momento do estágio, foi também ele sentido pelos clientes, os quais muitas vezes comentaram que o ambiente no restaurante era muito positivo entre os colegas.

Em conclusão, o papel de um gerente de experiências ou gerente experiencial num restaurante de requinte ou de fine-dining é crucial, visto que esta função envolve os vários departamentos do restaurante e, essencialmente garante que os clientes tenham uma experiência única, distinta e memorável. Além disso, o relatório demonstrou a importância da formação académica, uma vez que diferentes disciplinas relacionadas com a gestão, marketing e o turismo foram essenciais para entender, apreender e executar as múltiplas tarefas que um gerente de experiências tem ao seu cargo para realizar durante o dia. Por fim, o estágio proporcionou uma oportunidade de crescimento profissional, académico e pessoal, sem negligenciar a importância da experiência dos clientes.

Palavras-chave: experiência do consumidor, gestor experiencial, Restaurante de Requite, gerenciamento de pistas de experiência.

ABSTRACT

This report describes the role and tasks of an experience manager in a Hungarian fine-dining restaurant. In the beginning the report revised the existing literature on customer experience and clues management literature. It was found that fine dining experiences at restaurants should provide customers a memorable experience, and that clues management is a viable option to manage customer experience within this sector.

The internship took place from June to November, at the Zsidai Group, group that owns the restaurant Pierrot 's Restaurant. During the internship the importance of the using the clues management, namely functional, humanic and mechanical was experienced.

During the internship, with the supervision of the Pierrot 's Restaurant General Managers, several tasks were performed throughout the internship: Food cost management, SWOT analysis, employee satisfaction survey, popularity menu assessment and profitability monitoring and control. The internship also permitted to learn and use the Open Table Revenue Management Software, which allowed to control the reservation lead time; the origin of the reservations; the parties size, and the average time spent by customers at the restaurant.

In conclusion, the role of an experience manager at a fine dining restaurant is crucial, involving several departments of the restaurant and more importantly assuring customers have a unique, distinctive and memorable experience. Furthermore, the report showed the importance of having an academic background, since different theoretical disciplines related to management, marketing and tourism were essential to understand, learn and perform the multiple tasks an experience manager has to undertake during the day. Lastly, the internship provided an opportunity to grow professionally, academically and personally without neglecting how important it is to focus on the customers' experience.

Key words: consumer experience, experiential manager, fine dining Restaurant, clues management of experiences

GENERAL INDEX

FIGURES INDEX.....	ix
TABLE INDEX.....	x
ABBREVIATION LIST.....	xi
CHAPTER 1: INTRODUCTION.....	1
1.1 Background and internship objectives.....	1
1.2 Relevance of topic	2
1.3 Internship Report Structure.....	3
CHAPTER 2: LITERATURE REVIEW	4
2.1 The Experience Economy.....	4
2.2 Food Experience to Fine dining.....	7
2.3 Clues Management in fine Dining	7
CHAPTER 3: THE INTERNSHIP	19
3.1 Zsidai-Group	19
3.2 The Internship at the Pierrot (Zsidai-Group) and Tasks performed	19
3.3 Critical Analysis of the internship	37
3.4 Acquired Knowledge	38
CHAPTER 4: FINAL CONSIDERATIONS.....	40
REFERENCES	43
Appendix 1: Profit and Popularity Table.....	52
Appendix 2: the motivation questionnaire.....	53

FIGURES INDEX

Figure 2.1. The Progression of the Economic Value.....	4
Figure 2.2. Building a customer experience.....	6
Figure 2.3. Costs presented in a pizza.....	15
Figure 3.1. The Pierrot Restaurant organogram is the following.....	20
Figure 3.2. Reservation lead time.....	27
Figure 3.3. Origin of the reservation.....	28
Figure 3.4. Parties size.....	28
Figure 3.5. Average time spent by customers in the restaurant.....	29

TABLES INDEX

Table 1.1 Internship Report Structure.....	3
Table 2.1 Understanding the clues.....	8
Table 3.1 Menu item review	21
Table 3.2 Swot analysis.....	30

ABBREVIATIONS LIST

e.g. (exempli gratia)	for example
ERB	Electronic Reservation Book
et al. (et alia)	and other
etc. (et caetera)	and so on
i.e. (id est)	this is
Qty	Quantity

CHAPTER 1: INTRODUCTION

1.1 Background and internship objectives

Fine dining is a luxurious service industry (Walker, 2008). It is the combination of pleasurable food, social activity and quality experience (Jin, Goh, Huffman & Yuan, 2015). Over the past decades, the concept of fine dining has changed a lot (Harrington, Ottenbacher & Kendall, 2011). There has been a shift from the traditional and elegant French cuisine to a more innovative kitchen featuring different ethnic dishes (Harrington et al., 2011). Customized services and creative décor also play a more important role (Hsu, Hsiao & Tsai, 2018). Understanding these changes is crucial to develop profitable long-term customer relations to ultimately achieve loyalty (Wang, Hung & Guillet, 2014). In fine dining restaurants, it is not enough to provide merely good quality service and food, as customers are now expecting something extraordinary (Hsu et al., 2018).

Engaging and involving customers, providing not just a service but an experience, is an essential element for any organization in this sector (i.e., fine dining) to gain a competitive advantage (Pine and Gilmore, 1998). To achieve engagement and involvement, value co-creation is also an important factor to be considered in fine-dining to provide long-lasting memorable experiences (Jin et al., 2015). This means that during the service delivery process, a collaborative activity between service providers and customers is needed (Eojina, 2016).

Thus, customers can play an active role in the development of personalized products, services, and experiences (Payne, Storbacka & Frow, 2008). In addition, such partnership can stimulate new and innovative dining experiences and it can help differentiate restaurants from one another (Roque, Guastavino, Lafraire & Fernandez, 2018). Such innovative dining experiences are required, however, to have novel and creative characteristics, otherwise they may not be perceived by the consumers as innovative (Eojina, 2016).

In this regard, the report's main **objective is to describe the tasks performed as fine dining experience manager in a Hungarian restaurant.**

1.2 Relevance of topic

In today's competitive marketplace, in which globalization is a reality, customers have a wide variety of restaurants to choose from (Hsu et al., 2018). Customers often consider many criteria when making dining decisions, e.g., food quality, service quality, atmosphere and price (Kukanja, Omerzel & Kodrič, 2017).

When focusing on fine dining restaurants customers not only expect high caliber food, service and atmosphere, but also something exceptional with extraordinary standards and the finest ambiance, atmosphere and operating procedures (Parpal, 2014).

When entering a restaurant, customers get their first impression of the environment and the ambiance of the place but also the way they are greeted or the time they must wait to be served (Sulek and Hensley, 2004). Service quality is another important indicator when addressing restaurants (Kukanja et al., 2017). Service quality is not just the server's actions, but also the way of delivering the service (Hsu et al., 2018). Customers will evaluate service quality by comparing their expectations of the service with the service that they receive (Gronroos, 1987). In the fine dining context it is important that the employees are well trained and have the skills to serve customers in a fluid way. Kindness, reliability, social sensitivity, friendliness and politeness are crucial achieving customer satisfaction (Sulek and Hensley, 2004). A study made by Smith, Bolton and Wagner (1999) found that customer relations and service quality are the most important attributes in the fine dining segment. The authors also argue that at the other end of the spectrum regarding to the importance of the service quality, price in upscale restaurants plays the least important role. Other authors emphasize the importance of price fairness rather than the actual price (Shahzadi, Ahmad, Malik & Shabbir, 2018). Price fairness means the way a customer perceives the values and benefits of the experience, in comparison to the price (Bolton, Warlop & Alba, 2003). According to Kukanja et al. (2017) price quality can be measured by the following factors: understandability of prices, accurate bill, value for money, price competitiveness, and expected price level vs. actual price level.

An upscale dining experience usually has a prolonged duration, meaning that the physical setting and ambiance play an important role (Kukanja et al., 2017). Hwang and Ok (2013) argue in this sense that the physical environment combines both tangible and intangible features, and provides impressions and positive emotions, such as pleasure. There are a number of factors that contribute to the dining atmosphere, such as furniture, décor, colors, music, noise level, temperature, cleanliness and odors (Sulek and Hensley, 2004). Understanding these factors is crucial for any fine dining experience manager.

1.3 Internship Report Structure

Table 1.1 Internship Report Structure

Introduction	Literature Review	The internship	Final considerations
<ul style="list-style-type: none"> • Background and internship objectives. • Relevance of the topic. 	<ul style="list-style-type: none"> • Experience economy. • Food Experience to Fine Dining. • Clues Management: <ol style="list-style-type: none"> 1) Funcional, 2) Mechanical, 3) Humanic clues. 	<ul style="list-style-type: none"> • Zsidai-Group. • The internship at the Pierrot Restaurant and tasks performed. • Critical Analysis of the internship. • Acquired knowledge. 	<ul style="list-style-type: none"> • Conclusions regarding the internship.

Source: Own elaboration

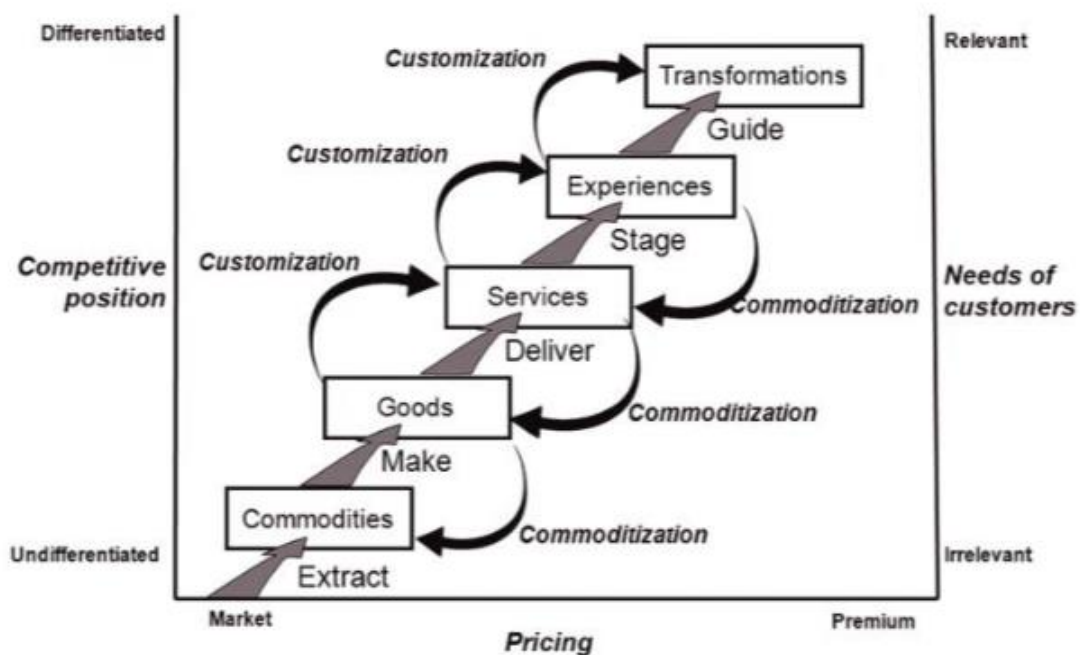
CHAPTER 2: LITERATURE REVIEW

2.1 The Experience Economy

Nowadays, consumers seek more than products and services, they seek experiences (Pine and Gilmore, 1998). Experiences occur as a result of encountering, undergoing or living through situations; they provide sensory, emotional, cognitive, behavioral, and relational values that replace functional values (Schmitt, 1999). According to the author for an experience to be engaging, and therefore memorable, it requires one to use their senses, engage their feelings and emotions, and playing a part (however small it may be) in the production.

Pine and Gilmore (1998) argue since the late 90's that experiences play an important role in every person's life but also in the economy. In their opinion, the experience economy is the result of the progression of economic value. They claim that the economic value was first centered on commodities, then moved to goods, followed by services, stage experiences and afterwards transformations, which is when experiences are integrated by customers, and transforms customers from within (Figure 2.1).

Figure 2.1. The Progression of the Economic Value



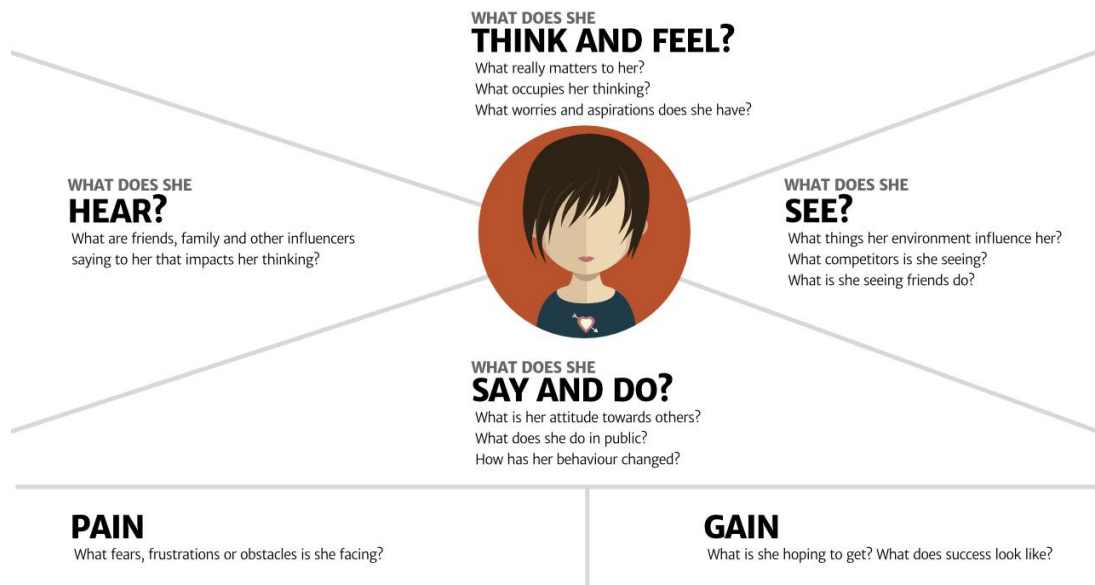
Source: Pine & Gilmore, (1998: 98).

The authors stated that an experience is a real offering just as a commodity, product or service, with the difference that these offerings are transformed to engage customers, making them co-creators, resulting in a memorable event. As the Figure 2.1 shows, the higher the customer participation, the more the company can charge. Moreover, with greater customer involvement, the more they will feel that the offering is unique.

2.1.1 Customer Experience Conceptualization

An Experience is defined by Oxford Dictionary (2018) as “an event or occurrence which leaves an impression on someone.” Verhoef, Lemon, Parasuraman, Roggeveen, Tsiros & Schlesinger (2009) define customer experience as a multidimensional construct and specifically state that the customer experience is holistic in nature and involves the customer’s cognitive, affective, emotional, social, and physical response. Figure 2.2 shows that many questions need to be asked to be able to build a great stage for customers’ experiences. Moreover, it is important to understand that customers want to buy a service or product but they also like to understand it, engage with, and take part in its co-creation (Boag, 2016). As the Figure 2.2 shows, in order to be able to provide customers experiential stages, it is important to know customer’s needs, emotions and the influencing factors around them.

Figure 2.2. Building a customer experience



Source: Boag (2016:1).

Some customer experiences, such as tourist experiences, are more complex, offering more elaborate memories and emotions, (Noy, 2008). Tourist experience is an interaction between tourists and the setting, in which the tourists are the actors of the experience (Stamboulis and Skayannis, 2003). O'Dell (2007) states in this regard that tourist experience involves more than just the tourist, e.g., it involves the local communities, travel partners, service providers and many other stakeholders and players.

The composite nature of customer experience means that travellers in their leisure activities and experiences are influenced by their own ideas, past experiences and expectations (Cutler and Carmichael, 2010). These expectations and motivations are, on the other hand, formed by the mass media, word of mouth and other information sources (Li, 2000). Their goal during this free time is to be uprooted from everyday environments by undergoing something new (Mossberg, 2007). Thus, travellers interact with other unknown people, e.g. service providers, travellers, local communities, during their experiences (Selstad, 2007), that might displace them from every day routine, and can help them experience personal growth and development (Li, 2000).

2.2 Food Experience to Fine dining

In this context, among the experiences sought by customers, eating is considered to be one of the most important human activities (Telfer, 1996). Food can also be used as an element that adds novelty and uniqueness to the experience (Quan and Wang, 2004). In this regard, according to Cohen and Avieili (2004), food, especially local food, can be used to attract tourists. Adongo, Anuga, and Dayour (2015) agree with this view, since they claim food to play a significant role that contributes to tourists' memorable experiences. Tourism services use food as gastronomic opportunities to differentiate themselves from other competitors (Chang, Kivela, & Mak, 2010). Trying local foods during a trip is a highlight of an authentic experience that many tourists want to have (Wijaya, King, Nguyen & Morrisson, 2013). However, visitors have different attitudes towards food, meaning that their desire for food experiences also varies (Pesonen, Komppula, Kronenberg & Peters, 2011). In many cases, expectations towards a restaurant depend on the type of restaurant the guest chooses (Kim and Moon, 2009).

For tourists with the highest expectations, there are the fine dining restaurants (Parpal, 2014). According to the author, fine dining restaurants are expected, in comparison to regular restaurants, to be outstanding in all terms, i.e., food quality, service and atmosphere. Overall, they should present very high service standards at a higher price. In this regard, Johnson (1996:140) stated "although fine dining's [market] share remains small, the segment's influence on the foodservice industry is substantial because food and service trends usually start there".

2.3 Clues Management in fine Dining

Since fine diners represent a niche market segment, it is important for restaurants to identify the strengths and weaknesses of the delivered services (Dabestani, Shahin, Saljoughian & Shirouyehzad, 2016). In this regard, managers should identify the key restaurant attributes that can influence customers' experience and satisfaction (Shahzadi et al., 2018). There are many dining criteria such as:

- Food quality, type of food, service quality, atmosphere or price (Kukanja, Omerzel & Kodrič, 2017);
- Innovativeness and uniqueness (Chin and Tsai, 2012);
- Engagement and co-creation (Eojina, 2016);
- Authenticity (Shahzadi et al., 2018)

These dining criteria can be seen as experience “clues” (Bhandari, 2017). In order to achieve a satisfactory experience, restaurants must focus on experience “clues” that people detect in their dining experience (Berry, Carbone & Haeckel, 2002). Experience clues are the things that customers can see, hear, smell, or taste (Berry, Wall & Carbone, 2006). According to Wall and Berry (2007) the success of a restaurants lays in the management of clues.

The Clue Management perspective means customers pick up on clues which can be distinguished in terms of functional, mechanic and humanic clues. Table 2.1, made by Berry and Carbone (2007) explain that Functional clues create a rational perception by answering the question “what”, while mechanic and humanic clues make more of an impact on emotion than on reason.

Table 2.1 Understanding the clues

Type of Clue	Emitted by	Interpretation
Functional	Goods and services	Rational (“What” of the experience)
Mechanic	Overall service environment	Emotional (“How” of the experience)
Humanic	Service provider	Emotional (“How” of the experience)

Source: Berry and Carbone (2007: 30)

2.3.1. Functional clues

Functional clues are the perceptions of the goods and services (Bhandari, 2017). It shows what the true services are and how reliable they are (Berry, Wall & Carbone, 2006). Therefore, when talking about dining experiences, the quality of food and its consistency are functional clues. Food quality is not the only factor that leads to satisfying customers, however, it is one of the crucial factors that helps fine dining restaurant to achieve success (Parsa, Self, Njite & King, 2005). Previous studies have found that food quality is one of the most important dimensions among customers during their decision-making process to choose a restaurant, and it also impacts dining satisfaction (Kukanja et al., 2017; Sulek and Hensley, 2004).

In general, food can be described by food safety, presentation, taste, variety, freshness, temperature and many personalized options, such as those related with healthy options, or even sustainability (Longart, Wickens & Bakir, 2018). Although food safety flaws cannot always be detected at first sight, in general customers can notice an under-cooked or off-tasting food, as well as foreign materials in the meal (Sulek and Hensley, 2004). If food safety does not meet standards, that will generally lead to an unsatisfied customer; these guests will not tend to revisit the restaurant nor recommend it (Harrington et al., 2011). According to the same authors, freshness is frequently related to the safety of food, but instead it should be more related to the taste, crispiness and juiciness of the ingredients used in a dish.

Customers eat first with their eyes, therefore the same ingredients can significantly enhance the enjoyment by playing with the visual layout of the plate (Shahzadi et al., 2018). Therefore, the presentation of a plate is a crucial element. The presentation is the way the plate is decorated and how attractively the food is presented to the customers (Namkung and Jang, 2007). Another sensory quality is the temperature of the food (Namkung and Jang, 2007). Temperature influences the flavour of the food; thus, it can have positive or negative effects on the quality perceived (Delwiche, 2004). It can also influence the sensory judgments of taste by customers and food specialists, experts or even social influencers (Cortese, 2003).

Customers have different tastes, so variety is a crucial element in satisfying these needs (Longart et al., 2018). Variety also refers to the range of dishes the restaurant offers to its customers on its menu, as well as the number of times it changes the menu over the week (Namkung and Jang, 2007). Besides menu variety, the increase in appearance of customers' special dietary needs, such as vegans, vegetarian, paleo, gluten-free, and many others, has transformed restaurants' menus to include different options to satisfy these existing and potential customers' wants (Jin, Lee, Slocum & Markebu, 2018).

In this context, it can be seen that besides variety, customers are also interested in healthy food options on the menu (Sulek and Hensley, 2004). Consequently, nutritional characteristics are becoming more and more important for restaurateurs, due to the increase of customers' allergies and a growing trend among customers in search of healthier food and lifestyles (Harrington et al., 2011). In fact, besides health, customers' consciousness regarding environmental protection has also increased (Jang, Chung & Kim, 2015). According to the authors, locally grown ingredients, from sustainable sources, energy friendly cooking methods and recyclable waste management policies, can play an important role in how good diners feel after their meal.

Food inconsistencies can lead fine dining restaurants to lose the trust of customers and their future intention to visit or to recommend the restaurant (Schenkel, 2017). The goal of restaurant managers is to maintain the consistency of the service, food and atmosphere (Ospina, 2018). Managers must therefore identify these inconsistencies, but at the same time they should be able solve any of these consistency gaps (i.e., food, service and atmosphere) to provide, if possible, an even more engaging experience than the previous one (Schenkel, 2017).

One of the ways to overcome inconsistencies is documentation that helps standardize and provide guidelines. This way, every member of the staff has all the same information on what to do or how to do it; for example, identifying or following a recipe (Flavorseal, 2018). Service staff training is also important. It enables everybody to have the same knowledge and skills, thus ensuring customers will have the same consistent meal and service, regardless of who serves them (Arco, 2008). Additionally,

employees will be more confident in providing the service. Other factors such as atmosphere, cleaning and maintenance are also crucial, and should be taken care of regularly to prevent customers from feeling that the restaurant is getting old and not being taken care of (Schenkel, 2017). As Schenkel (2017) suggests, regular customers should always feel that the restaurant complies with the cleanliness and service expected.

2.3.2. Mechanical Clues

Mechanical clues offer a physical representation of the intangible service (Bhandari, 2017), i.e., all the objects in the restaurant's environment that involve the five senses (Berry, Wall & Carbone, 2006). For example, non-human aspects of the restaurant such as ambience, music, smells, design (Garg and Amelia, 2016), as well as price level are the mechanical clues when talking about restaurants (Bhandari, 2017). The author states that mechanical clues have an important role in creating first impressions, thus influencing service expectations. If customers see or sense negative mechanical clues during their experience, they will probably choose another restaurant next time (Garg and Amelia, 2016). To fulfil the customers' expectations, restaurants should design mechanical clues that fit the concept of the restaurant and the company's market strategy (Bhandari, 2017).

For instance, in a fine dining restaurant, customers can spend hours enjoying a meal which means the physical setting and atmosphere of the restaurant should be comfortable and conform with the guests' expectations (Kallus, 2016). Many other factors contribute to the restaurant setting, namely the décor, lights, furniture, temperature, odors and music (Sulek and Hensley, 2004). According to the authors, the right atmosphere can foster experiences at first sight. A pleasing atmosphere can be best described as being in harmony, i.e., a balanced physical appearance, people, physical structure and décor, and also an atmosphere that matches the occasion of the meal (Jensen and Hansen, 2007).

To attain this atmosphere managers need to create, develop and implement experiential stages in which authenticity must be present (Zeng, Zhao & Sun, 2014). Authenticity depends on whether the restaurant can present an engaging atmosphere (Shahzadi et al,

2018). The authors state that in the eyes of customers the most important aspects are the use of local ingredients and traditional recipes. Others, Zeng et al., (2014), argue that factors such as waiters, other diners, atmosphere, design of dishes, decoration and music can have an influence on the customer's perception of whether the restaurant is authentic or not. Authenticity does not always have to be genuine or original but can also be seen as unique (Vries and Go, 2017). Customers often travel to a place just for a unique dining experience (Terenzio, 2016).

Customers have numerous comparable and replicable restaurant offerings when it comes to dining, which means managers face a major challenge in differentiating their restaurants (Vila, Enz & Costa, 2012). The authors suggest, managers should creatively discover innovations that are difficult to replicate by their competitors without losing the capacity of constantly attracting new customers. Experience Innovativeness is the key, in the eyes of customers, is when the restaurant conducts activities with new or meaningful ideas, services or promotions, offering customers new experiences (Eojina, 2016). Nowadays new experiences can be enhanced by many new factors, e.g., new culinary products, the adoption of green practices, the use of new technologies, creating a novel environmental design, and the adoption of new pricing structure (Horng, Chou, Liu, & Tsai, 2013; Jin et al., 2015). Moreover, to achieve success when making innovative changes, it is crucial for restaurant managers to be customer-centric, since it is ultimately the customers that determine the success of the restaurant (Kunz, Schmitt & Meyer, 2011).

Restaurant managers need to look ahead in order to gain a competitive advantage and to attract the interest of customers (Wormley, 2016). In Wormley's study, findings revealed that the best way to gain this competitive advantage was to increase the knowledge restaurants have about their customers in order to facilitate service and to keep up with the customers' desired trends. Today in many restaurants, we can find countless new technologies to help the restaurants to create an online database in which customers' desires and needs are identified, e.g.: Table Management Softwares, Inventory and Cost Management Softwares, Schedule Management Softwares or even Customer Profiling Programs (Restaurant Technology News, 2018).

Although previous studies (Harrington et al., 2011, Jin, Line & Merkebu, 2016) found that price does not play the most important role in fine dining context, other authors

showed that price can be a crucial element in satisfying customers (Arora and Singer, 2016). Price fairness defines the extent to which customers perceive the price set justifiable and legitimate (Shahzadi et al., 2018). Consumers determine fairness by judging many factors, such as transparency of price, previous expectations, market standards and overall experience in a restaurant (Jin et al., 2016). If customers perceive unfair pricing, other positive outcomes may diminish their dining experience (Shahzadi et al., 2018). Customers assess the price fairness of a restaurant from the available menu (Arora and Singer, 2016). This menu is not just important for the customer, but for the restaurant, since it is basically the engine behind the success of the restaurant (WebstaurantStore, 2018). As the WebstaurantStore¹ states, food pricing impacts how much money a restaurant will have for equipment, utilities, furniture, ingredients and employees, etc.

In this sense, Mun and Jang (2018) considered four main costs that every restaurant must pay:

- Food Costs,
- Salary Expenses,
- Selling, General and Administrative expenses (this includes all other expenses such as rent, utilities, fees, insurance etc.),
- Marketing costs.

Thus, one of the main tasks restaurant managers need to perform is food cost and other calculations. One of the most commonly used methods is the food cost calculation, meaning that the restaurant sets a desired overall food cost percentage, generally 25-35%, and calculates the menu items according to it (The Culinary Pro, 2018). As The Culinary Pro (2018) shows, the general formula is:

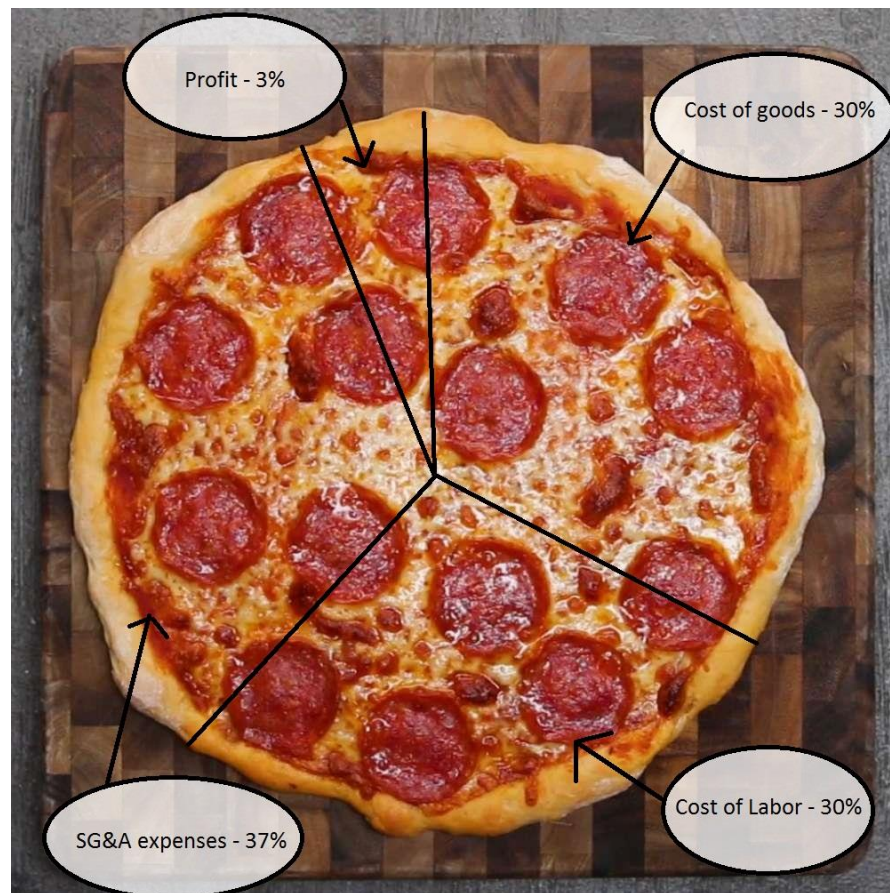
$$\text{FC \%} = \frac{\text{FC}}{\text{SP}}$$

¹ The Leading Distributor of Restaurant Supplies and Equipment?

$$\text{Food Cost Percentage} = \frac{\text{Food Cost}}{\text{Selling Price}} \times 100$$

After the calculation of the food cost, managers should look at the labor costs needed to prepare and serve the dish as well as the costs associated with it, e.g. bookkeeper (Susskind and Spies, 2011). Taking as an example a pizza, Figure 2.3 shows the general percentage of costs in a slice of Pizza. Figure 2.3 represents the aforementioned cost of goods and labor costs, which are a restaurant's main costs representing 60%. As shown in Figure 2.3, profit takes just a minor piece of the pizza (3 % of total revenue) and other costs and expenses e.g. Administrative Expenses, Utilities costs, represent approximately 37% (RMagazine, 2016).

Figure 2.3. Costs presented in a Pizza



Source: Own elaboration

The expenses and the profit, presented in Figure 2.3, should be covered by the revenue earned from the menu items (Rmagazin, 2016). However, to accomplish it, managers must also consider the Humanic clues.

2.3.3. *Humanic clues*

Another important factor when talking about fine dining restaurants is the humanic clue, since customers come to a fine-dining restaurant to receive exceptional service (Garg and Amelia, 2016). Humanic clues include everything that comes from the staffs' qualification and behaviour such as appearance, body language, tone of speech, friendliness, and knowledge of the product they are selling (Wall and Berry, 2007). A study made by Garg and Amelia (2016) shows that a restaurant that fails to give

positive humanic clues, will lose their customers' loyalty. Therefore, humanic clues are an important element in a clues management perspective of a restaurant (Shahzadi et al., 2018).

Previous studies made by Smith, Bolton & Wagner (1999) have found that service quality in upscale restaurants is the most important attribute. However, during service encounters, characteristics like intangibility, inseparability, perishability and variability make the moment of production difficult to define and measure (Parasuraman, Zeithaml & Berry, 1985).

Nevertheless, a high level of personal attention and attentiveness from the server is appreciated and often rewarded by the guests (Sulek and Hensley, 2004). In a fine dining restaurant, customers also want servers to make them feel special and distinguished by providing them with a unique and personal experience (Hsu et al., 2018). Despite the interpersonal skills of the servers, they should nevertheless be well-trained in order to provide the service in a professional way, following the rules of etiquette that a fine dining restaurant requires (Kallus, 2016). For Kallus (2016) in an upscale restaurant setting, servers must know the product they are selling and must be able to suggest, present or support customers during their dining experience in order to achieve customers' highest satisfaction. Mittal and Lassar (1996) argue in this sense that one important aspect of the service quality is the physical presence, or empathy and reliability, of the server.

Since customers judge service quality mainly by the service encounter they have with the restaurant waiters, it is crucial for managers to find ways to motivate their staff, so that they can provide better service to satisfy customers (Dermody, Young & Taylor, 2004). Enz (2001) reinforces this problem managers face during their tasks in the hospitality industry, i.e., motivation and care of their human capital. The task is complex since service industry jobs are mostly associated with very high stress and low pay, making employee motivation even more difficult to achieve (Stamper and Van Dyne, 2003). In spite of this, a study made by Dermody, Young & Taylor (2004) shows that the main motivators for restaurant employees are:

- The restaurant for which they work (Organization)

- Their leader, boss
- Wage (Money)
- The work environment
- Recognition (both by employer and customer)
- The achievements they can reach at their job
- Power, the ability to make their own decisions and have a say in the organization
- Status
- Team and co-workers

However, other authors such as Premoli, (2003) argue that this list should include the work schedule as well. The reason for this position comes from the characteristics of the hospitality sector, since work schedule is mostly irregular and takes the weekends and evenings of many restaurant workers.

In addition to good service quality management, value co-creation with customers is important in order to build a good experience for customers (Eojina, 2016). As previously seen, an experience is an act that is engaging and co-creative (Pine and Gilmore, 1998). Value co-creation means that the company involves customers actively to design and develop their own experience (Payne et al., 2008). Thus, value co-creation in restaurants can be seen primarily as the interaction between the server and the guest, ability of presenting innovations and novelties, the ability to make personalized changes in a meal (Eojina, 2016) and information sharing with customers, such as presenting the plate and cooking methods (Prahalad and Ramaswamy, 2004). For a co-creation to be successful, both the restaurant and the customer are needed, since the customer needs to

show responsibility and be willing to seek information and interact with servers (Eojina, 2016). Furthermore, if co-creation is successful, this will lead to customer satisfaction and positive behaviour, such as loyalty and word of mouth.

Engaging customers is not just important during the experience, but also before and afterwards. In this case, social media platforms also play an important role (Meyer and Schwager, 2007). Today, the online reputation of a restaurant can have great influence on customers decision-making as well as how satisfied they feel with their experience (Erskine, 2018). Publications made by Erskine (2018) show that a bad review can make a loss of 22% of potential customers. Hence, social networking platforms, such as TripAdvisor, Yelp, and Google have a major influence on the overall image of the restaurant. Thus, social platforms can provide a serious positive effect on both the restaurants and potential customers (Zukin, Lindeman & Hurson, 2017). The social platforms are demand restaurant managers to respond to both negative and positive reviews, influence customers to write reviews and add post-experience pictures in order to make them reengaged with their dining experience (Kiyak, 2016). Additionally, the creativity and passion of the chef that can be felt by customers is more and more often sought from the clientele. As a result, the use of social networking platforms to share and comment on a fine dining experience is a useful marketing tool to gain a competitive advantage and promote business success (Lu, Gursoy & Lu, 2015).

CHAPTER 3: THE INTERNSHIP

3.1 Zsidai-Group

The tasks performed during the internship will be reported in this section of the report. The internship report will show that the tasks performed were highly valuable to the customers' experience in the restaurant. The internship took place in a major restaurant chain called the Zsidai-Group. In 1982, the group initiated its activity with the opening of their most elegant restaurant, the Pierrot. Today, in 2018 the Group owns twelve restaurants, two cafés and two hotels. Their goal for the restaurant and café sector is to resuscitate Hungarian cuisine and restore its pre-war reputation. Among the group's restaurants and bars, they welcome hundreds of thousands of guests every year by providing a high-quality experience. The group's restaurants each have their own personality in terms of cuisine and design. The team has approximately a total of 300 staff members.

3.2 The Internship at the Pierrot (Zsidai-Group) and Tasks performed

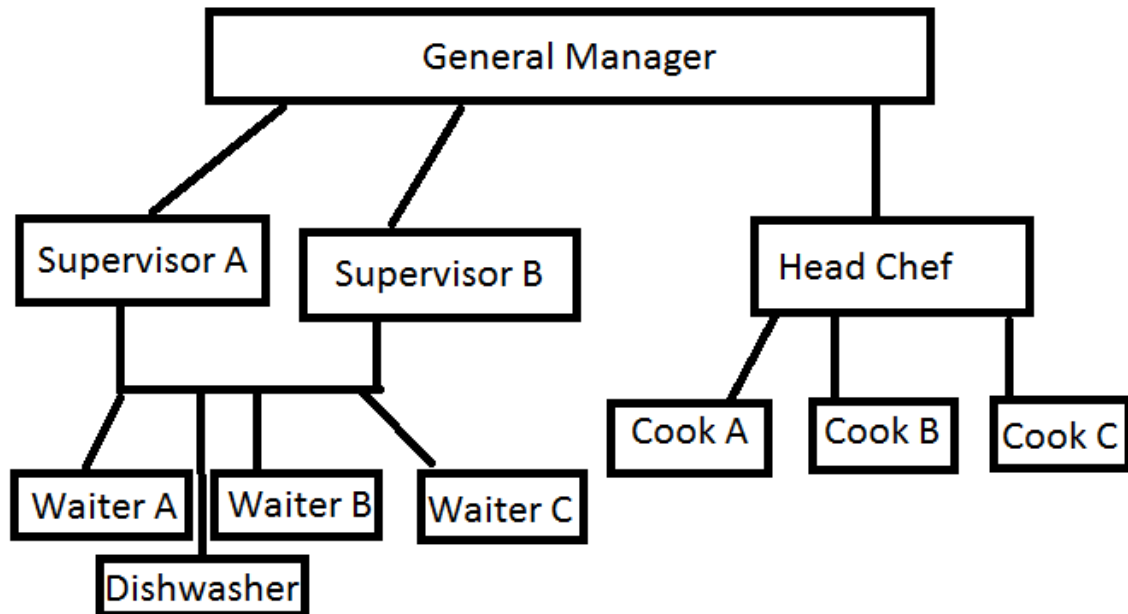
In this section, we explain the internship objectives and tasks carried out throughout the duration of the internship. The goal of this internship was to apply the previously acquired knowledge as an intern experience manager at a fine dining restaurant. In addition to experiencing and performing the tasks, the goal was to help the firm provide a satisfying dining experiences for guests.

The internship took place at the Zsidai-Group, in Hungary, during 5 months, from June to November: 40 hours a week, with a total of 800 hours under the supervision of the General Managers Márk Bense and Péter Baics.

The internship was mainly based in the Pierrot restaurant, that was founded in 1982 as the first private café-restaurant in Budapest. The team at this restaurant is a small and

composed of 11 people (Figure 3.1) with the responsibility of managing a restaurant with a capacity for 50 guests.

Figure 3.1. The Pierrot restaurant organogram is the following



Source: Own Elaboration

The functioning of a restaurant is very complex and customer experience varies a lot depending on many factors and the review of the literature has showed that the appropriate use of its principles requires experience and vision. We committed ourselves to show what we could do and find our place on the team. In retrospect, the team was very available to answer questions and provide guidance during the internship. Interns are also given freedom to explore individual interests and projects related to the cuisine, wines and service experiences.

3.2.1. Food Control- Reviewing the popularity and profitability of menu items

Table 3.1 Menu item review

Main	Unit price	Qty	Total revenue	Food cost per unit	Total food cost	Margin per unit	Total margin	ELABÉ	Volume per unit	Volume per margin	Popularity	Profitability	Value
Wiener Snitzel, potato puree	6,555	171	1,120,837	1,234	211,014	5,321	909,823	18.8%	13.3%	18.4%	H	H	STAR
Pike Perch, shrimp paprikash	5,167	174	898,978	2,029	353,046	3,138	545,932	39.3%	13.5%	11.0%	H	L	PUZZLE
Steak, duck liver, ratatouille	8,377	102	854,496	2,334	238,068	6,043	616,428	27.9%	7.9%	12.4%	L	H	COW
Duck leg, apple, cabbage	4,745	151	716,524	1,512	228,312	3,233	488,212	31.9%	11.7%	9.9%	H	L	PUZZLE
Vadas puree, beef, dumplings	4,715	148	697,755	1,210	179,080	3,505	518,675	25.7%	11.5%	10.5%	H	L	PUZZLE
Trout, veggies, butter sauce	4,930	115	566,942	727	83,605	4,203	483,337	14.7%	8.9%	9.8%	L	H	COW
Rib eye, asparagus, baby carrots	6,612	76	502,523	2,819	214,244	3,793	288,279	42.6%	5.9%	5.8%	L	L	DOG
Mushroom risotto, parmesan	3,402	117	398,034	594	69,498	2,808	328,536	17.5%	9.1%	6.6%	L	L	DOG
Chicken stew, home made pasta	3,387	100	338,688	397	39,700	2,990	298,988	11.7%	7.8%	6.0%	L	L	DOG
Spinach ravioli, quail egg	4,272	72	307,584	622	44,784	3,650	262,800	14.6%	5.6%	5.3%	L	L	DOG
Mushroom risotto, duck liver	4,772	61	291,114	1,249	76,189	3,523	214,925	26.2%	4.7%	4.3%	L	L	DOG
TOTAL			1,287	6,693,475		1,737,540	3,851	4,955,935	26.0%	100.0%	100.0%	117	

Source: Own elaboration

As you can see in Table 3.1 (Appendix 1), Main represents the dishes that were served in June.

The unit price represents the revenue received from each plate; this is a NET Price, so it does not include the 5% VAT. The actual price (price*1,05), which is presented to the customers, is calculated by multiplying the unit price by 1.05 in order to add the 5% VAT.

The next column Qty, quantity, is the number of items sold from the different types of dishes in June. This helps us see which of main dishes were the most and the least popular. The Total Revenue shows the revenue generated by each main during that month. Therefore, to calculate total revenue (total revenue=Unit price*Qty), we need to multiply the unit price by the quantity.

If we look at the main item “Rib-eye with asparagus and baby carrots” for example, we can see that there were 76 Rib-eye plates sold, at the unit price of 6612 Ft, resulting in a total revenue of 502 523Ft. We can also see its popularity by comparing the number of units sold with other main dishes.

The next part represents the costs originated from the different mains. Food costs per unit shows the costs associated with each of the main dishes. As mentioned before, food costs only represent the cost of ingredients necessary for the creation of the main. Since we sell many dishes we need to look at the Total Food Cost that the different Mains

(Food courses) create. The Total Food cost of each Main is calculated by multiplying the Food cost per unit by the quantity sold from that Main ($\text{Total Food Cost} = \text{Food cost per Unit} \times \text{Qty}$). For example, the costs of preparing the “Mushroom Risotto with parmesan” costs 594 Ft and this food course was sold 117 times in the month of June resulting a Total Food cost of 398 034 Ft.

The following part shows us the profit that the different food courses have generated to the restaurant. Margin per Unit is calculated by extracting the Food Costs per Unit from the Unit Price ($\text{Margin per Unit} = \text{Unit Price} - \text{Food Cost per Unit}$). For example, to prepare the “Spinach Ravioli with quail egg” costs the restaurant 622 Ft, and had a price of 4272 Ft, meaning that each plate sold by this food course generated the restaurant a 3650 Ft profit (or in other words the Margin per Unit). If the Margin per Unit, 3650 Ft is multiplied by the quantity sold from the “Spinach Ravioli with quail egg” we receive the Total Margin, that is 262 800 Ft.

In order to see how profitable, the dishes are compared to their preparation cost the ELABÉ column was made. The ELABÉ ($\text{ELABÉ} = \text{Total Food cost} / \text{Total revenue}$) shows the percentage of the Total cost of the food course compared to the Total Revenue earned by it. For example, the “Pike Perch with shrimp Paprikash” food course has a 39,3 % ELABÉ, meaning that 39,3 % of the revenue generated by the sale of “Pike Perch with shrimp Paprikash” covers the Cost associated to this food course.

In the next table, namely Volume per unit ($\text{Volume per unit} = \text{Quantity sold of specific meal} / \text{Total number of meals sold}$), we compare the quantity sold of a specific Main, to the Total number of Mains sold. This helps us see, the popularity of the food courses. For example, the “Mushroom risotto with duck liver” was least popular food course and the “Pike Perch with shrimp Paprikash” was the most popular one.

As not just the popularity but also the profitability of dishes are important, the following column, Volume per margin ($\text{Volume per margin} = \text{Total margin of a specific main} / \text{Total amount of margins}$), compares the profit generated by the different food courses to the total profit. We can see that the “Wiener Snitzel with potato puree” was the most profitable dish that month and that the “Mushroom risotto with duck liver” generated the least profit.

After doing the calculations, the company can assess the popularity and the profitability of the different courses. The high (H) represents popularity when there are more dishes being sold than the average of the mains sold, that is 117, and low (L) if less. The “Trout with vegetables and butter sauce” had low popularity, since there were 115 plates sold and this is lower than the average, that is 117. Profitability is high (H), when the main has a Margin per unit higher than the Average of the Margin per units, that is 3851 Ft. For example, the “Trout with vegetables and butter sauce” has a high profitability, since its Margin per unit, 4203 Ft, is higher than 3851 Ft.

After conducting the Popularity and Profitability test, we categorize the mains into 4 categories according to the BCG model.

A “Puzzle” has high popularity but low profitability, meaning that the Main has a high food cost. As a general manager, one is responsible for liaising with the chef to see what could be done in order to reduce costs. For example, in the case of the “pike perch with shrimp paprikash and cottage cheese dumpling”, instead of cutting the fish in 200 grams fillets we would reduce this to 150 grams, saving us ingredients and thus reducing food costs. Puzzles are the main outputs that the restaurants want to keep, since they have high popularity, but also the potential to have their food costs reduced in order to make them more profitable.

A “Star” item has both high popularity and profitability. These are the mains the restaurant wants to keep, since they generate higher margins. The food course steak, has high profitability, but low popularity among customers. Thus, managers are required to meet and find solutions for the low popularity items in order to gain more profit from a popular dish.

Most guests coming to the restaurant are foreigners, so their tastes and preferences may be different from what is typical in Hungary. They may avoid choosing the main “beef tenderloin with lecho and duck liver” because they’re not familiar with duck liver and are hesitant to try it. There can be other factors influencing a customer’s choice as well. The month of June, for example, was very hot, so diners preferred to choose lighter meals such as fish, rather than meat. Nevertheless, managers can also encourage servers to suggest certain mains to customers over others in order to increase sales.

“Dogs” have both low popularity and low profitability. These are the dishes the restaurant liquidates first. Many times, a main gets tired, meaning that over the years

both the kitchen and the service staff get tired of selling it and it is no longer special. Loyal customers would also like to try new dishes. These mains need to be removed, or retired, from the menu. They can also be renewed or changed to make them more attractive.

3.2.2. Food Cost calculation

When managing a restaurant, there are 4 types of costs: food, drink, labor and others. Food costs at the Pierrot Restaurant are calculated as:

$$\text{Total Net Costs/Total Net Income+Tax}$$

This means that in a given period of time, we look at the amount of money we have spent on food ingredients in relation to the income gained from the dishes sold. The goal of the Pierrot Restaurant is to achieve a 25 % food cost.

The Food cost calculation is done monthly and every six months to monitor and control the restaurant's financial performance. Interns are not involved in other costs of the restaurants, due to the confidentiality policy of the group.

3.2.3. Revenue Management and the use of OpenTable

A restaurant provides a service, which in turn means managers need to manage reservations and walk-ins, to maximize daily revenue by using the capacity of the restaurant to its maximum potential (Kimes, Chase, Choi, Lee & Ngonzi, 1998). As the authors Kimes et al. (1998) state, Restaurant Revenue Management is when the right table for the right customer was sold for the right price and for the right duration. Restaurant managers can influence revenue management by price and meal duration.

Manipulation of price can be seen in day-part pricing. For example, many restaurants give a different price during the day or offer a discounted lunch menu, to maximize

profits at peak times and to foster sales at off-peak times. Another daily practice is to give discounts for groups, or for loyal customers.

Influencing meal duration is a more difficult task, since restaurants offer not just a meal, but an experience as well. The time customers take to enjoy their meals differs and it is important not to pressure them or make them feel uncomfortable. The best way for efficient table turnover is to create a menu that with items designed to be eaten in a specific time frame, to train employees to serve when they are needed, and to have the right kitchen preparation before the service starts. At the Pierrot Restaurant guests make a reservation before arriving, making it easier for the manager to maximize the number of tables available.

When a table does not order many items, or the manager can see that it will not be profitable, he will ask the kitchen and the floor to serve that table more quickly, so that he can seat new potential customers. Another important way of maximizing the revenue is by briefing the staff before the service. The manager can ask the floor staff (servers) to try to sell a specific wine, meal, or to offer an upgrade for certain meals. For example, if there were a bottle of wine previously opened for another guest, this wine could be recommended or promoted as a “special of the house” for guests looking to order just a glass of wine. This would help increase profitability and eliminate waste, as the open bottle would have to be thrown away if not drunk. Another option is for the staff to upsell items; they can recommend starters, salads, or desserts and coffee during meal orders to increase revenue from that table.

3.2.4. OpenTable Revenue Management Software

Nowadays, there are many new softwares that help managers maximize the use of tables as well as facilitate seating management. The restaurant uses the software OpenTable to help revenue management and customers’ profiling. OpenTable software is not just a reservation management system, but it also provides an online reservation service, both on its site and mobile application, as well as other partner sites. This means that customers can make a reservation through a mobile application or website by signing in with their e-mail address. They can select restaurants through different parameters such

as time, price, location or cuisine. The reservations are free for consumers, but the restaurant pays a fee for each reservation made through OpenTable.

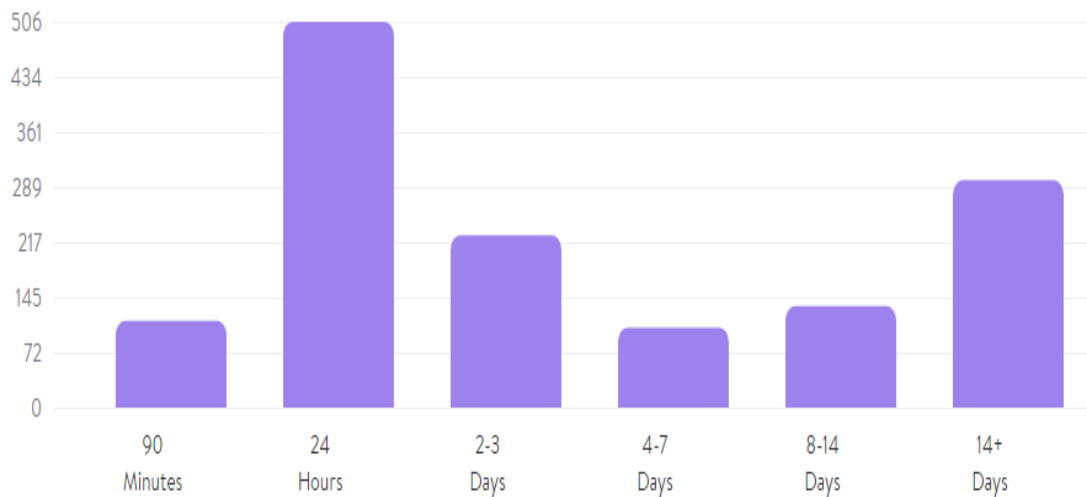
This online reservation service provides the restaurant with an Electronic Reservation Book (ERB) instead of the paper reservation system that is still used in many restaurants. The ERB handles reservation management, table management and guest recognition. It helps managers see the available capacity of the restaurant, to decide how many walk-ins can be accepted and how the tables should be organized. In addition, the software is capable of providing a customer's profile to the managing team. Once a customer is registered in the restaurant's OpenTable system, the system will recognize the customer in the next reservation. The system helps to profile customers and to improve their experience at the restaurant since the managing team is already aware of each customers' wants. For instance, if Customer XY is allergic to nuts the staff will be able to approach the guest with this previous knowledge and offer items that do not contain nuts. This personalization will help the customer feel more secure and that they are engaged in a fine dining experience that is unique, customized, and memorable. Another advantage of this software is being able to anticipate returning and loyal customers. If we see that a loyal guest has made a reservation, we can allocate a better table, notify the servers of their arrival and offer a complimentary gift, such as a glass of wine or dessert, to make them feel special and retain loyalty to the restaurant.

With the OpenTable Software and the staff's previous knowledge about revenue management, the restaurant was able to conduct some analysis that helped managers attain greater financial and experiential success.

The first analysis made was to study the reservation lead time, i.e., to identify how many days ahead of time customers book their dining experience. The statistics used were from customers who came to dine during the month of August (1st of August – 31st of August). In Figure 3.2 the left column represents the number of guests that made reservation and horizontally shows how much time before they have done it. Figure 3.2 shows that the majority of customers book up to 2-3 days, or 24 hours the day before they would like to dine at the restaurant.

The analysis allowed to verify that some reservations were made 90 minutes before arrival - an extremely short time period - which causes difficulties for managers as the restaurant is nearing its maximum capacity. This also impacted service levels as the restaurant staff rushed to prepare the table. After these statistics were observed, some decision were made, the most important being the decision to close the OpenTable reservation platform 3 hours before service in order to maintain customer service and experience levels within the restaurant's standards.

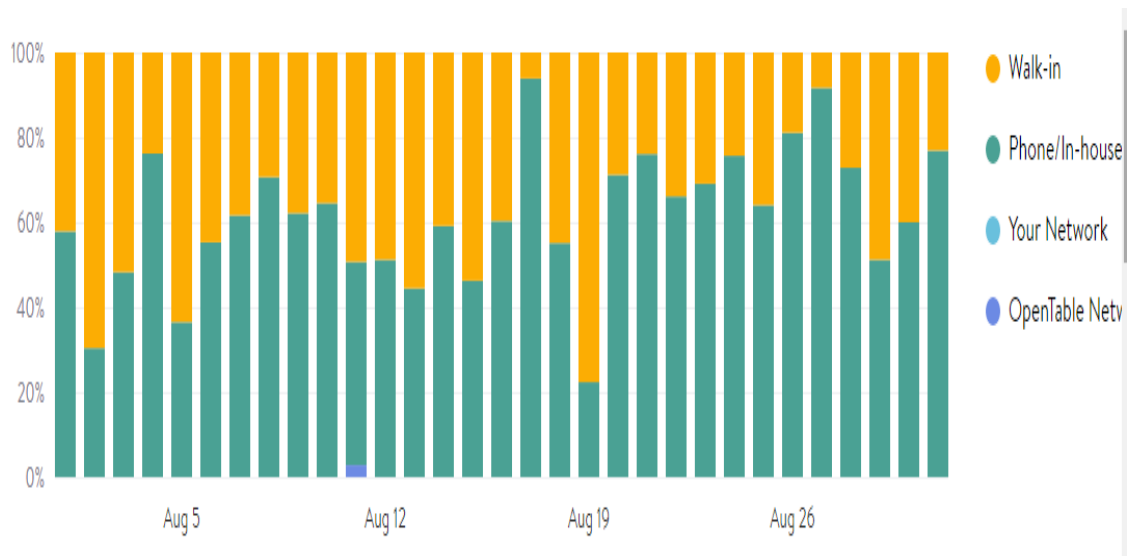
Figure 3.2. Reservation lead time



Source:OpenTable Software

The second analysis made was to identify the origin, or source, of the reservation. The OpenTable system was implemented at the end of July without much introduction, so staff members were reluctant to use it at first. Figure 3.3. shows that the source of reservations in the month of August were phone calls and other in-house activities (e-mail), and walk-in guests. At the end of the internship the number of OpenTable Network reservations had started to increase.

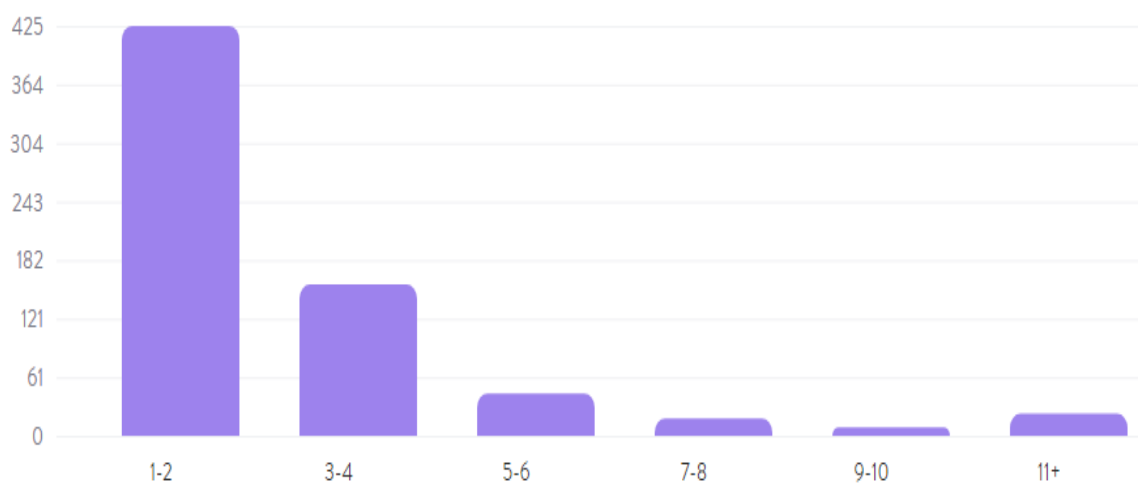
Figure 3.3. Origin of the reservation



Source: Opentable Software

Another analysis performed was the size of the parties coming to dine. Figure 3.4. shows that more than half of the guests came alone or accompanied by one more person. This helped the manager in charge to buy smaller tables, which could be grouped together, allowing the increase in the number of guests that could be served.

Figure 3.4. Parties size

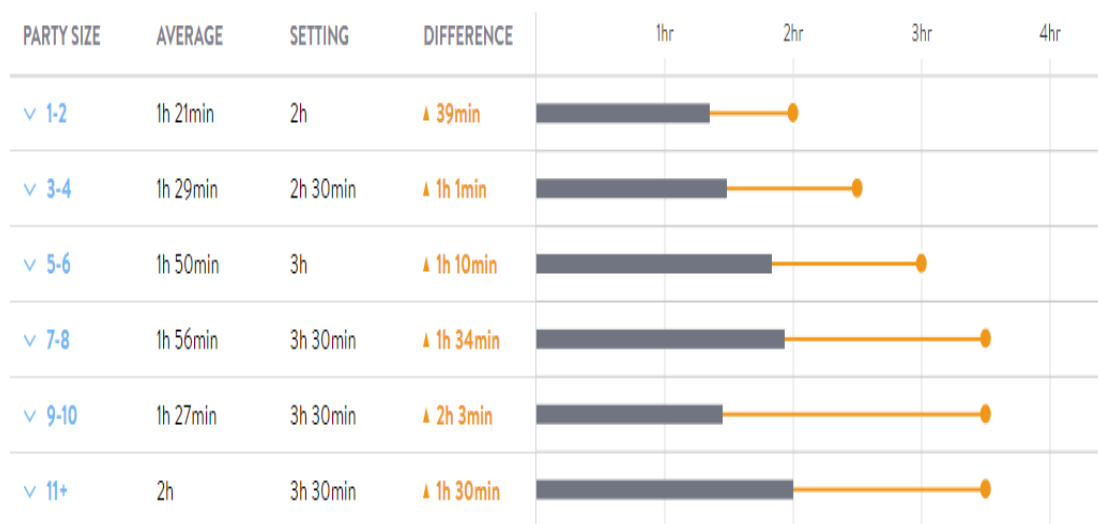


Source: OpenTable software

The last analysis shows the average time customers spend at the restaurant, according to the number of customers, i.e., party size. Before learning the statistics, we had estimated

an approximated length of time we thought guests would spend at the restaurant (the time in the “SETTING” column). We assumed that the bigger the party size, the more time the guests would spend at the restaurant, since it takes more time for the floor and the kitchen to prepare a larger table’s order. The manager calculated the table turnover rate according to the default time settings. The Figure 3.5. shows that, on many occasions, the time calculations were overset. For example, a group of 5-6 people was set to a 3-hour stay, but on average, they only spent 1h 50 min at the table. After looking at the statistics, we changed the time settings in order to optimize our available tables and ultimately maximize revenue.

Figure 3.5. Average time spent by customers in the restaurant



Source: OpenTable software

3.2.5. SWOT analysis

After a month had passed in the change of management, a SWOT analysis was made to identify the restaurant’s strengths (S), weaknesses (W), opportunities (O) and threats (T). A SWOT analysis is a study that helps a company assess its operation, team structure or any other aspects of the business (Willaims, 2018). The following table 3.2 shows the Swot analysis of Pierrot restaurant:

Table 3.2 Swot analysis

<p><u>Strengths:</u></p> <ul style="list-style-type: none"> Good connection with hotels and tour operators; Experienced chef and manager; Unique garden and décor concept; Good reputation on online platforms and among older generations; Young and dynamic kitchen and floor staff International recognition (featured in Michelin Red Guide and awarded 2 hats by Gault Millau); Well-known in the Buda area since it is the 1st restaurant in this area and the only one offering a fine dining experience; mous, since many celebrities have dined here (wall of celebrities) Extensive wine list of Hungarian producers; Development of a competitive marketing strategy Implementation of an inventory management software 	<p><u>Weaknesses:</u></p> <ul style="list-style-type: none"> Poor digital marketing strategy (Instagram, Pinterest and Facebook); Kitchen too small for the capacity of the restaurant; Lack of workforce and staff motivation; Not enough training for staff; Lack of teamwork between colleagues, mainly the kitchen and the floor staff Not using technology for managing human resources and restaurant inventory (still on paper); Unprepared staff training for food allergies; Lack of operating policies and operating structure; Poor Interior design and layout; both need renovation; Not environmentally friendly
<p><u>Opportunities:</u></p> <ul style="list-style-type: none"> New Government offices opening in the area (government catering contracts); Fine dining is getting more and more fashionable within the younger generation - opportunity to attract them with a more modern menu and food concepts; Many new local suppliers providing higher quality products (change of foreign goods to local products); The revival of Hungarian Cuisine with a contemporary appeal ; 	<p><u>Weaknesses:</u></p> <ul style="list-style-type: none"> Many new fine dining restaurants (with more famous chefs) opening in Budapest and Buda; Seasonality in tourism (e.g.,cruises); A direct competitor located across the street (21 Hungarian Restaurant) offering iconic Hungarian dishes as well;

Source: Own Elaboration

According to Table 3.2, the identified strengths show the restaurant's competitive advantage due to the fact that the restaurant is famous. The beautiful hidden garden with live piano music creates a unique experience in the middle of the city. The team is young and dynamic and has the support of an experienced chef and manager. The

restaurant features Hungarian cuisine and it also offers an extensive list of wine to choose from, featuring most of the famous vineyards of Hungary, making it an attractive restaurant for tourists. However, due to passing years, the building, kitchen tools, décor, tableware, and furniture would benefit from some refreshment.

The machines used and the way the restaurant functions does not show adhere to any environmentally friendly guidelines since there is no selective waste disposal (to sort plastic, paper and glass, for example) and the dishwasher uses potable water to cool itself, increasing waste. More conscious customers will not favour these practices and the reputation of the restaurant could be damaged due to environmental malpractice. Moreover, the growing number of guests with food intolerances is often times not taken seriously or into consideration. The menu does not display allergens in dishes and the staff is not well trained to offer customers alternative options. The restaurant started using new technologies to improve management but there are still some new opportunities to try in order to facilitate the work of both the staff and manager, as well as to provide an even more streamlined service to customers (new inventory management, schedule management for staff etc.). Another important opportunity for the restaurant is to focus more on its social media sites, such as Facebook and Instagram, to post more pictures, news and updates, as well as find influencers to promote the restaurant. In addition, new Governmental Offices will move to this district giving the restaurant a new opportunity to offer a business lunch menu to the office workers, making it easy for the kitchen to prepare the meals in advance. For the restaurant to attract more customers, it should focus more on dining trends and provide a more upgraded menu.

After the SWOT analysis, the managerial staff decided to make changes in the restaurant's practices. The table ware and the staff uniforms were improved regarding style, and staff trainings were introduced. Currently, the menus are being changed in order to provide information about allergens, and the floor staff must now learn the steps involved with the preparation of each menu item, so that they can offer better, more expert suggestions to guests.

3.2.6. *Marketing and reputation management*

At the Zsidai-group, advertising and social media management is not the managers' duty; is taken care of by the back-office and reputation management is done by the General Manager. Trip Advisor and Google reviews are the biggest concerns for the restaurant, since many tourists make decisions based on these sites' reviews and recommendations. A bad review can influence their choice or even encourage them to cancel their reservation. Each day, we reply to both positive and negative reviews. The responses to the negative reviews are especially important because a proper response can demonstrate the restaurant's concern and professionalism. If a customer is unsatisfied, there should be an apology and effort to correct the unsatisfactory experience. We believe it is important to give a personalized answer, replying to each of their concerns. If a review is not justified, the manager also replies kindly and explains to the unsatisfied customer how the restaurants works.

For example, we received a very bad review from one of the customers on TripAdvisor. Hattyu had an unpleasant experience at the restaurant, so our task was to answer their concerns in a way that the restaurant would not make itself look bad, but would also please the unsatisfied customer. Below is a review made by and unsatisfied gust:

“Although I’m usually in London I have a flat locally and have often enjoyed this place in the castle area. Yesterday I dropped by for an evening drink with a friend, sitting at a pavement table in the warm evening. One glass of spritzer, a palinka and a spritzer were charged at 21€ equivalent with service charge then on top. London would blanch at such prices. I gave cash, in a slight daze and waited for change - the waitress then returned minus cash and said I hadn’t given enough. I said I definitely had - she ran off and we waited in vain for change. We just left then, agreeing never to return. I thought this sort of scamming had disappeared in Budapest. Watch the bill!”

In our answer we apologized for the inconvenient experience, and also assured them that there was no "scamming" as they had stated in their review. We presented the fact that he had a drink at a fine dining restaurant which would explain the final price on his bill.

Example: In order to provide customers personal feedback to reduce the negative e-wom (electronic word-of-mouth), explanations are always provided to customers,

regarding billing and staff service.

In this way, the restaurant takes responsibility for the error and looks professional by explaining the workings of the facility as well as offering a way to correct it. Our answer to the review was the following:

“Dear customer,

Thank you for taking the time and sharing your concerns about your last visit to Pierrot. On the same note, I feel that your comparison to London prices is not necessarily correct.

As Londoner I am sure you know that London accommodates roughly 19,000 Restaurants if not more, where Budapest is hardly hitting the 3,000 mark. More than 50% of London Restaurants are operating with higher prices than us, I think my rough estimation of the above 50% is probably nowhere near the realistic and significantly higher figures but let's stick to 50. That is 9500 restaurants, more than 3 times as many as in Budapest. Based on that fact, London obviously offers a larger price range of beverage prices and everyone can find something suitable for their budget. Wines by the glass are from £4 reaching way into the £100s , where in Budapest you can find wines by the glass from as low as £3 and our highest price is probably around £13 for a glass of wine, and that is a very generous number. Most of our guests from Great Britain are actually very happy about the value for their money we provide. Please note that we are a Fine dining restaurant in one of Budapest's prime locations, therefore our guests expect us to offer high quality food and wine and our prices are reasonably reflecting on that. Our wine list displays our prices by the glass so the price of your spritzer will depend on what wine you choose. As for the palinka, our beloved spirit, crafted from variety fruits through fermentation and ageing, is not more expensive than any other similar distilled spirits in restaurants. Please rest assured that "scamming" as you put it, is not something we practice or tolerate. That would just simply not worth to risk our reputation we have been continuously building since 1982. On behalf of the staff and management, we sincerely hope that we can welcome you back to Pierrot in the near future”.

The Zsidai-group is not just concerned with unsatisfied customers because there is also an effort to give also a feedback to good customer's reviews. This effort is crucial to

maintain a connection after the customer's dining experience at the restaurant. After a good review, the feedback from the company gives the opportunity for achieving a higher customer engagement and satisfaction, with the purpose of contributing for customers' memories about their time at the restaurant.

The following answer is usually replied after a good review:

Dear MRsRR,

Thank you for your great review. We are happy to read you had a great time with us. Your nice feedback is highly appreciated.
We look forward to welcoming you back.

Kind Regards,

Péter Baics

Restaurant manager

3.2.7. Staff motivation

Hungary is experiencing a lack of workers as many young people are leaving the country in search of better opportunities abroad. This issue is evident in the restaurant, as turnover is high and the team is often too small to provide fluid and effortless service. Due to this fact, work flow is high and there is little time for the staff to rest. At the restaurant, work shifts are 14 hours long and staff work 4 days a week; interns are also expected to work these hours. The servers are paid by the hour and tips are divided equally among all staff members at the end of each month. As demonstrated in the literature review, employee motivation is crucial in achieving excellent service will ultimately lead to customer satisfaction.

In order to learn more about what motivated their employees, the manager presented us with a short questionnaire. It asked the following four questions:

- 1) Please mention 5 factors that are motivating at a workplace
- 2) Please mention 5 demotivating factors at a workplace
- 3) Please write down 3 changes at the Pierrot Restaurant that would make you more satisfied.

- 4) What do you think is the goal or the mission of the restaurant? Please write it in one sentence.

The questions focused on key motivating and demotivating factors at a workplace and what would make employees more satisfied with their job at the Pierrot Restaurant. At the same time, employees were asked about the mission statement of the restaurant (which did not exist at the time) with the purpose of forming a common understanding of what was expected. As defined by Investopedia (2018), a mission statement is a short sentence or paragraph that shows the purpose and goal of a restaurant, helps employees focus on their task, and aims to find new innovative methods to move towards increased productivity.

The questionnaire was answered by all 10 employees: 6 on the floor and 4 in the kitchen.

To the first question, which sought to identify five top motivating factors in a workplace allowed us to discover the following answers:

- Good, respectful leadership;
- Friendly colleagues and teamwork;
- Good salary;
- Good food for the staff ;
- Friendly and happy customers;
- Nice atmosphere, clean workplace;
- Favourable work schedule;
- Opportunities for self-development and progress in the career.

To the second question, which sought to identify five factors that demotivate employees in the workplace, we found the following answers:

- Outdated equipment;
- Bad, ugly, dirty working environment;
- No training;
- No opportunities for development,
- Too many working hours,
- Bad, unfair salary,
- Bad atmosphere between colleagues, lack of teamwork and communication,

- Bossy leadership,
- Lack of expertise,
- High stress levels,
- Lack of equality between staff (favouritism),
- Unhappy or difficult guests.

As for what employees thought could be changed to help them feel more satisfied with their work at the Pierrot Restaurant, the following answers were given:

- More training;
- Better communication between the kitchen and the floor; between the restaurant and the central office;
- Promotion of team building;
- More recognition by the leaders and owners;
- Better working equipment;
- A higher hourly rate when working during holidays;
- More family friendly working hours;
- Better food for the staff.
-
-

In the last question inquiring about what staff thought the mission statement of the restaurant should be, the shared overall opinion was the following:

“To crown special events with a dignified gastronomic experience, by the conservation of traditions in a continuous development.”

After receiving the answers to the questionnaire, the management team began to work on solving the concerns of the employees by developing new training practices without neglecting the need for team building activities.

Another improvement made by the new manager, was regarding staff meals, which included the option for staff choose their meal. The mission statement helped the team to share a clear goal and motivated them to deliver a fine dining experience to the customers.

3.3 Critical Analysis of the internship

The decision to do the internship in the Zsidai-group was to complement and reinforce the curriculum with an internship that combines two personal interests: gastronomy and tourism. Overall, the experience was rewarding because lessons were learned in regard to managing a restaurant and its experience, and professional as well as personal experience was gained.

The restaurant conducted questionnaires in order to find out how to improve the work quality of employees, and to provide better service. The questionnaire provided inputs similar to the literature reviews conducted, (Dermody, Young & Taylor, 2004; Premoli, 2003).

The growing number of foodies (a foodie is considered to be a person with a particular interest in food; a gourmet) and the gastronomic revolution seen in Hungary over the past decades (Rudolfné, 2015) has encouraged many restaurants to take innovative steps to attract more customers. During the internship, the Pierrot restaurant started to implement new technologies that facilitate service and offer profiles of customers to better engage them with their experience. Furthermore, vegetarian, vegan, gluten-free and lactose-free dishes were added to the menu to provide more options for customers with dietary restrictions,

As Wijaya et al. (2013) stated, gastronomic experiences play an important role in a tourist's overall experience. During the internship, it was observed that most of the foreign customers ordered traditional, authentic Hungarian dishes. The Profit and Popularity table shows clearly that the iconic Hungarian dishes are more popular than the dishes that can be found easily on menus in other parts of the world. Furthermore, the pianist playing classic Hungarian songs in the evening was well received and the restaurant got many positive reviews because of this. This shows similarity with the previous studies made by Zeng, Zhao & Sun (2014). The iconic Hungarian dishes and live Hungarian music combined with the beautiful garden and quality service from staff helped guests feel that they received a special and traditional Hungarian experience during their stay in Budapest.

3.4 Acquired Knowledge

The customer service management tasks performed for a large restaurant group such as Zsidai-group were most related to two fields of the Master's degree: Tourism and marketing. Moreover, it provided the chance to practice some of the teachings of the master of tourism organizations management. For example, the subject of customer behaviour demonstrated the important role that personal, social, cultural and psychological factors can have on the guests' behaviours and attitudes. Furthermore, during the internship these factors were found and acted upon accordingly by the internship trainee to achieve higher customer satisfaction. The Tourism Service Marketing course was also important because the Profit and Popularity Table was learned, which helped to achieve a clearer picture about which dishes or drinks generated a larger revenue and which ones were growing rapidly (stars) in terms of market growth. Another important contribution of this Table was that it enabled us (i.e., organization) to identify dishes the managers may have been unsure about and whether they were in need of more investment or other decision (e.g., Harvest, re-invest, eliminate the product,...).

From the literature review presented, but mostly from the experience during the internship, it was found that customers' perceptions of their experience when dining at a fine dining restaurant are very different. To satisfy them in an individual way, the staff and the management of the restaurant need to perform many tasks. The experience at the Pierrot Restaurant provided the opportunity to see how a fine dining restaurant conducts its everyday service, and to observe which skills and attributes are important in satisfying customers. The experience has confirmed the importance of having quality food, quality service, a welcoming atmosphere, Price Fairness, and customer engagement, are the key factors a restaurant manager must focus on.

The internship reflected the acquired knowledge from the literature review. For example, as Kukanja et al., (2017), and Sulek and Hensley, (2004) suggested, food quality is the most important attribute. The internship at the Zsidai-group, confirmed this view: the food and the experience at a restaurant are the drivers of a customer's

satisfaction. On the other hand, when customers were dissatisfied with their food experience, this made their overall experience of the restaurant a negative one even if the atmosphere, service and ambiance were excellent.

The internship at the Pierrot fine dining restaurant also showed that customer service needs to be fluid and professional in a way that customers feel engaged with their experience. As Sulek and Hensley (2004) state, high level of personal attention and attentiveness by the service provider is highly appreciated. In practice, this was most noticeable mainly by the tips at the end of the day.

The internship provided the opportunity to learn, observe and experience more. Despite the tasks performed and lessons learned, the overall picture of what a general manager of a restaurant must do and what is expected of them, remains up to this day, a challenge.

CHAPTER 4: FINAL CONSIDERATIONS

The goals set before the internship were to describe the role of an experience manager in a fine dining restaurant. The report showed the multiple tasks an experience manager has to undertake during the day and how important it is to focus on the customers' experience. Moreover, the internship tasks described and the critical analysis made showed that the internship allowed me to learn about the duties a general manager needs to perform in order to provide a great dining experience for their customers.

First and foremost, daily participation in providing service to customers helped to identify the service clues. The customer service is a complex task, since each customer is different and has different requirements and expectations, so service flexibility is crucial. To be involved in high-quality service and to be a part of a team, the guidance from the general manager is crucial. We learned a lot from resolving daily incidents, as well as how to work as a team even in high stress situations.

In effect, without the support of the general manager the elaboration and analysis of the revenue management would not be accessible and easy. We highlight some of the most demanding tasks performed which a general manager has to control and monitor during its job: a) To look at the each meal item's profit and popularity; b) Calculate food cost; c) To create a graph showing how far ahead of time a reservation was made; d) To see the origin of the reservation; e) To see the sizes of parties dining in the restaurant; f) To see the average time diners spend at the restaurant.

The support of software to conduct this type of tasks is important. Despite the initial difficulties in dealing and learning a new software, a better overview and a visual understanding of what things could be improved could be obtained. Once again, the general manager role, always reviewed the final analysis before the brainstorming meetings, was crucial.

Overall, the application of the OpenTable Software helped the tasks which had to be done at the restaurant and significantly improve the Revenue Management during the internship. Another important lesson learned with the internship, was the impact of Employee motivation has on clue management and customer experience. Despite the limited time of the internship it was enough however to understand its importance and impact.

Food costs and Profit and Popularity calculations were also personally rewarding in the sense that it made it possible to identify, select and decide which items to keep on the menu and which ones to eliminate.

The elaboration of a SWOT analysis with the help of the general manager and other staff members, permitted to be involved in brainstorm meetings. This was highly rewarding since we were able to come up with ideas about how the weaknesses and threats could be transformed into strengths and opportunities. Another important outcome of the internship was the confirmation of the effect a survey on employee satisfaction can have.

The manager asked us to create a survey that would show him what the motivating and demotivating factors were for the staff. It was interesting to see how much more motivated some members were after answering the survey. The staff felt it was a good step from the manager who was trying to understand better his staff to create a more satisfying workplace.

In the same context, today's world requires experience managers to manage the online reviews of the restaurant. Although most of the marketing and sales of the restaurant was done in the back office, the management of the Tripadvisor, Google and Michelin reviews were key tasks. Positive and negative comments showed to have impact on the brand equity and on financial performance of the restaurant. Thus, responding to the customers in order to keep a good customer connection, or to contradict any unfair comment is crucial.

In sum, it can be concluded customers' satisfaction with their experience at Pierrot Restaurant was due to great teamwork of small team and the reputation behind the restaurant. This contributed for customers feeling they were receiving a service with quality and food for the price they were paying (Mun and Jang, 2018). As shown by previous studies, food quality, service quality, atmosphere and price fairness are the key factors influencing customer satisfaction (Harrington et al., 2011, Shahzadi et al., 2018, Sulek and Hensley, 2004). Nowadays, however, it is important also to speak about

innovation, authenticity and customer engagement as well (Eojina, 2016, Roque et al., 2018, etc., Shahzadi et al., 2018).

REFERENCES

A

Adongo, C. A., Anuga, S. W., & Dayour, F. (2015) Will They Tell Others to Taste? “International Tourists’ Experience of Ghanaian Cuisines.” *Tourism Management Perspectives*, 15, 57-64.

Arcol, L. (2008) Feedback from improving staff training and performance in behavioral treatment. *Behavioral Interventions*, 23, 39–64.

Arora, R., & Singer, J. (2016) Customer Satisfaction and Value as Drivers of Business Success for Fine Dining Restaurants. *Services Marketing Quarterly*, 28 (1), 89-102.

B

Berry, L. L. & Carbone, L. P. (2007) Build Loyalty Through Experience Management. *Quality Progress*, 40 (9), 26-32.

Berry, L. L., Lewis, P. C., & Stephan H. H. (2002) Managing the Total Customer Experience. *MIT Sloan Management Review*, 43 (3), 85-89.

Berry, L. L., Wall, E. A., & Carbone, L. P. (2006) Service Clues and Customer Assessment of the Service Experience: Lessons from Marketing. *Academy of Management Perspectives*, 20 (2), 43-57.

Bhandari, S. (2017) Customer Experience Clues in Services. *Imperial Journal of Interdisciplinary Research*, 3 (3), 492-498.

Boag, P. (2016) Are You Considering Your Clients’ Experience. *Media Temple*. Available at: <https://mediatemple.net/blog/tips/are-you-considering-your-clients-experience/>.

Bolton, L.E., Warlop, L., & Alba, J.W. (2003) Consumer perceptions of price (un) fairness. *Journal of Consumer Research*, 29, 474-491.

Bóka, Zs. & Kovács, I. Sz. (2015) Hungarian Cuisine With Respect to Restaurant Awards and Consumers’ Opinion. *Journal of International Food & Agribusiness Marketing*, 27 (1), 33-49.

C

Chang, R. C. Y., Kivela, J., & Mak, A. H. N. (2010) Food Preferences of Chinese Tourists. *Annals of Tourism Research*, 37 (4), 989–1011.

Cheng, T.-M. & Lu, C.-C. (2013) Destination Image, Novelty, Hedonics, Perceived Value, and Revisiting Behavioral Intention for Island Tourism. *Asia Pacific Journal of Tourism Research*, 18 (7), 766-783.

Chin, J. B. & Tsai, C. H. (2012) Developing a service quality evaluation model for luxurious restaurants in international hotel chains. *Total Quality Management & Business Excellence*, 24, 9-10.

Cohen, E. & Avieli, N. (2004) Food in tourism: Attraction and impediment. *Annals of Tourism Research*, 31 (4), 755–778.

Cortese, A. (2003) Fine dining? Just across the lobby: Some of the best new restaurants are popping up in hotels. *Business Week*, 130-131.

Cutler, Q. & Carmichael, B. (2010) The dimensions of the tourist experience, in Morgan, M., Lugosi, P. & Ritchie, B.(eds.). *The Tourism and Leisure Experience: Consumer and Managerial Perspectives*, Bristol, Channel View, 3-26.

D

Dabestani, R., Shahin, A., Saljoughian, M., & Shirouyehzad, H. (2016) Importance-performance analysis of service quality dimensions for the customer groups segmented by DEA: the case of four star hotels. *International Journal of Quality & Reliability Management*, 33 (2),160-177.

Delwiche, J. (2004) The impact of perceptual interactions on perceived flavor. *Food Quality and Preference*, 15 (2), 137-146.

Dermody, M. B., Young, M., & Taylor S. L. (2004) Identifying Job Motivation Factors of Restaurant Servers. *International Journal of Hospitality & Tourism Administration*, 5 (3), 1-14.

E

Enz, C. A. (2001). What keeps you up at night? Key issues of concern for lodging managers. *Cornell Hotel and Restaurant Administration Quarterly*, 42 (2), 38–45.

Eojina K., *Understanding customer perception of restaurant innovativeness and customer value co-creation behavior* (2016). Unpublished Graduate Theses and Dissertations, Iowa State University.

Erskine, R. (2018). Study: 97% Of Business Owners Say Online Reputation Management Is Important--Here's How To Keep Up. *Forbes*. Available at : <https://www.forbes.com/sites/ryanerskine/2018/07/30/study-97-of-business-owners-say-online-reputation-management-is-important-heres-how-to-keep-up/#3bd9e70b6c02>

(Accessed the 11th September 2018).

F

Flavorseal (2018) CONSISTENCY IN FOODSERVICE: WHY IT'S IMPORTANT NOW MORE THAN EVER. *Flavorseal*. Available at: <http://info.flavorseal.com/news-and-media/perspectives/consistency-in-foodservice-why-its-important-now-more-than-ever/> (accessed the 8th September 2018).

G

Garg, A., & Amela, M. (2016) The first impression in a fine-dining restaurant. A study of C Restaurant in Tampere, Finland. *European Journal of Tourism, Hospitality and Recreation*, 7 (2), 100-111.

Gronroos, C. (1987). Developing the service offering: A source of competitive advantage. *American Marketing Association*. Available at: https://www.researchgate.net/publication/292125746_Developing_the_service_offering_A_source_of_competitive_advantage (accessed the 9th of September 2018).

H

Horng, J. S., Chou, S. F., Liu, C. H., & Tsai C. Y. (2013). Creativity, aesthetics and eco-friendliness: A physical dining environment design synthetic assessment model of innovative restaurants. *Tourism Management*, 36, 15-25.

Hsu S-H., Hsiao C-F., & Tsai S-B. (2018) Constructing a consumption model of fine dining from the perspective of behavioral economics. *PLoS ONE*, 13 (4), e0194886, Available at: <http://journals.plos.org/plosone/article?id=10.1371/journal.pone.0194886> (accessed: 08/05/2018)

Hwang, J. & Ok, C. (2013) The antecedents and consequence of consumer attitudes toward restaurant brands: a comparative study between casual and fine dining restaurants. *International Journal of Hospitality Management*, 32, 121-131.

I

Investopedia (2018) Mission statement. *Investopedia*. Available at: <https://www.investopedia.com/terms/m/missionstatement.asp> (accessed the 4th September 2018).

J

Jang, S. Y., Chung, J. Y., & Kim Y. G. (2015) Effects of Environmentally Friendly Perceptions on Customers' Intentions to Visit Environmentally Friendly Restaurants: An Extended Theory of Planned Behavior. *Asia Pacific Journal of Tourism Research*, 20 (6), 599-618.

- Jensen, Ø. & Hansen, K. V. (2007) Consumer values among restaurant customers. *International Journal of Hospitality Management*, 26, 603–622.
- Jin, N. P., Goh B., Huffman L., & Yuan J. J. (2015) Predictors and Outcomes of Perceived Image of Restaurant Innovativeness in Fine-Dining Restaurants. *Journal of Hospitality Marketing & Management*, 24, 457-485.
- Jin, N. P., Line N. D., & Merkebu, J. (2016) The effects of image and price fairness: A consideration of delight and loyalty in the waterpark industry. *International Journal of Contemporary Hospitality Management*, 28 (9), 1895-1914,
- Jin, N. P., Lee, S. M., Slocum L. S., & Merkebu J. (2018) Examining the healthy food consumption in full-service restaurants: quality or non-quality cues?, *Journal of Foodservice Business Research*, 21 (4), 394-419,
- Johnson, B. A. (1996) Just fine, thank you. *Restaurants & Institutions*, 106 (13), 140.

K

- Kallus, K. (2016) *Magyarországi fine dining éttermek összehasonlító elemzése*. Unpublished Master thesis, Marketing Intézet.
- Kim, J.-H., Ritchie, J., & McCormick, B. (2012). Development of a Scale to Measure Memorable Tourism Experiences. *Journal of Travel Research*, 12-25.
- Kim, W. G., & Moon, Y. J. (2009) Customers' cognitive, emotional, and actionable response to the servicescape: A test of the moderating effect of the restaurant type. *International Journal of Hospitality Management*, 28 (1), 144-156.
- Kiyak, O. (2016). How to Promote Your Restaurant in 14 Steps. *Gourmet Marketing*. Available at : <https://www.gourmetmarketing.net/promote-restaurant-12-steps/> (accessed the 11th of September 2018.).
- Kunz, W., Schmitt, B., & Meyer, A. (2011). How does perceived firm innovativeness affect the consumer? *Journal of Business Research*, 64, 816–822.
- Kukanja, M., G. Omerzel, D., & Kodrič, B. (2017) Ensuring restaurant quality and guests' loyalty: an integrative model based on marketing (7P) approach. *Total Quality Management & Business Excellence*, 28, 1509-1525.

L

- Larsen, S. (2007) Aspects of a Psychology of the Tourist Experience. *Scandinavian Journal of Hospitality and Tourism*, 7 (1), 7-18.
- Li, Y. (2000) Geographical consciousness and tourism experience. *Annals of Tourism Research*, 27, 863-883.

Longart, P., Wickens, E., & Bakir, A. (2018) An Investigation into Restaurant Attributes: A Basis for a Typology. *International Journal of Hospitality & Tourism Administration*, 19 (1), 95-123.

Lu, A. C. C., Gursoy, D., & Lu, C. Y. (2015) Authenticity perceptions, brand equity and brand choice intention: The case of ethnic restaurants. *International Journal of Hospitality Management*, 50, 36-45.

M

Mannell, R. C., & Iso-Ahola, S. E. (1987) Psychological nature of leisure and tourism experience. *Annals of Tourism Research*, 14 (3), 314-331.

McIntyre, N. & Pigram, J. J. (1992) Recreation specialization reexamined: The case of vehicle-based campers. *Leisure Sciences - An Interdisciplinary Journal*, 14 (1), 3-15.

Meyer, C. & Schwager A. (2007). Understanding Customer Experience. *Harvard Business Review*. Available at: <https://hbr.org/2007/02/understanding-customer-experience> (accessed the 11th September 2018).

Mittal, B. & Lassar, W. M. (1996) The Role of Personalization in Service Encounters. *Journal of Retailing*, 72 (1), 95–109.

Morgan, M. & Xu, F. (2009) Student Travel Experiences: Memories and Dreams. *Journal of Hospitality Marketing & Management*, 18, 2016-236.

Mossberg, M. (2007) A Marketing Approach to the Tourist Experience. *Scandinavian Journal of Hospitality and Tourism*, 7, 59-74.

Mun, S. G. & Jang, S. S. (2018) Restaurant Operating expenses and their effects on profitability enhancement. *International Journal of Hospitality Management*, 71, 68-76.

N

Namkung, Y. & Jang, S. (2007) Does food quality really matter in restaurants? Its impact on customer satisfaction and behavioral intentions. *Journal of Hospitality & Tourism Research*, 31, 387-409.

Neala, J., Sirgyb, M., & Uysalc, M. (1999) The Role of Satisfaction with Leisure Travel/ Tourism Services and Experience in Satisfaction with Leisure Life and Overall Life. *Journal of Business Research*, 44 (3), 153-163.

Noy, C., (2008) The Poetics of Tourist Experience: An Autoethnography of a Family Trip to Eilat. *Journal of Tourism and Cultural Change*, 5 (3), 141-157.

O

O'dell, T. (2007) Tourist Experiences and Academic Junctures. *Scandinavian Journal of Hospitality and Tourism*, 7 (1), 34-45.

Oliver, R.L. (1980) A cognitive model of the antecedents and consequences of satisfaction decisions. *Journal of Marketing Research*, 17, 460-469.

Ospina, D. (2018) How the Best Restaurants in the World Balance Innovation and Consistency. *Harvard Business Review*, 2-6.

Oxford Dictionary (2018) Experience. Available at <https://en.oxforddictionaries.com/definition/experience> (accessed: 05/09/2018)

P

Parpal, M. (2014) An overview of different restaurant types. Retrieved from Prahalad, C. K., & Ramaswamy, V. (2004) Co-creation experiences: The next practice in value creation. *Journal of Interactive Marketing*, 18 (3), 5-14.

Payne, A. F., Storbacka, K., & Frow, P. (2008) Managing the co-creation of value. *Journal of the Academy of Marketing Science*, 36 (1), 83-96.

Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985) A conceptual model of service quality and its implications for future research. *Journal of Marketing*, 49 (4), 41–50.

Parsa, H. G., Self, J., Njite, D., & King, T. (2005) Why Restaurants Fail. *Cornell Hospitality Quarterly*, 46 (3), 304-322.

Pesonen J., Komppula R., Kronenberg C., & Peters M. (2011) Understanding the relationship between push and pull motivations in rural tourism. *Tourism Review*, 66 (3), 32-49.

Pine II, J. G., & Gilmore, J. H. (1998) Welcome to the Experience Economy. *Harvard Business Review*, 76, 97-105.

Prahalad, C. K., & Ramaswamy, V. (2003) The new frontier of experience innovation. *MIT Sloan Management Review*, 44 (4), 12-18.

Prahalad, C. K., & Ramaswamy, V. (2004) Co-creating unique value with customers. *Strategy & Leadership*, 32 (3), 4-9.

Premoli, M. (2003) Motivation: The polynomial theory. *Star Tribune Sales and Marketing*. Available at : <http://www.startribune.com/stories/309/3960676.html> (accessed the 10th September 2018).

Q

Quan, S. & Wang, N. (2004) Towards a structural model of the tourist experience: An illustration from food experiences in tourism. *Tourism Management*, 25, 297–305.

R

Restaurant Technology News (2018) Next-Generation Technologies: The Key to Driving Restaurant Efficiencies and Boosting Guest Satisfaction. *Restaurant*

Technology News. Available at <https://restauranttechnologynews.com/2018/04/next-generation-technologies-key-driving-restaurant-efficiencies-bostering-guest-satisfaction/> (Accessed the 8th September 2018).

RMagazine. (2016) 9 Simple Steps to Calculating Menu Item Pricing. *RMagazine* Available at: <https://rmagazine.com/articles/9-simple-steps-to-calculating-menu-item-cost-2.html> (accessed the 7th September 2018).

Robert J. Harrington, Michael C. Ottenbacher & K. W. Kendall (2011) Fine-Dining Restaurant Selection: Direct and Moderating Effects of Customer Attributes. *Journal of Foodservice Business Research*, 14 (3), 272-289.

Roque, J. G., C. Lafraire, J., & Fernandez, P. (2018) Plating influences diner perception of culinary creativity. *International Journal of Gastronomy and Food Science*, 11, 55-62.

Rudolfné, K., M. (2015) *A fogyasztói magatartás és az elégedettség főbb tényezői a vendéglátásban*. Unpublished PhD Thesis, Szent István University.

S

Schenkel, K. (2017) How to Maintain Consistency in Your Restaurant Food, Service, and Atmosphere. *Rewards Network*. Available at: <https://www.rewardsnetwork.com/blog/maintain-consistency-restaurant-food-service-atmosphere/> (accessed the 9th September 2018)

Selstad, L. (2007) The Social Anthropology of the Tourist Experience. Exploring the “Middle Role”. *Scandinavian Journal of Hospitality and Tourism*, 7, 19-33.

Shahzadi, M., Malik, S. A., Ahmad M., & Shabbir A. (2018) Perceptions of fine dining restaurants in Pakistan: What influences customer satisfaction and behavioral intentions? *International Journal of Quality & Reliability Management*, 35, 635-655.

Smith, A. K., Bolton, R. N., & Wagner, J. (1999) A model of customer satisfaction and service encounters involving failure and recovery. *Journal of Marketing Research*, 36, 356–372.

Schmitt, B. (1999) Experiential Marketing. *Journal of Marketing Management*, 15, 53-67.

Stamboulis, Y. & Skayannis, P. (2003) Innovation strategies and technology for experience-based tourism. *Tourism Management*, 24, 35-43.

Sulek, J. M., & Hensley, R.L. (2004) The relative importance of food, atmosphere, and fairness of wait the case of a full-service restaurant. *Cornell Hotel and Restaurant Administration Quarterly*, 45, 235-247.

Susskind, A. M. & Spies, R. (2011) Focus on finance: Aiming for restaurant success. *Cornell University, School of Hospitality Administration*. Available at: <https://scholarship.sha.cornell.edu/articles/342/> (accessed the 11th of September).

Stamper, C. & Van Dyne, L. (2003) Organizational citizenship: A comparison between part-time and full-time service employees. *Cornell Hotel and Restaurant Administration Quarterly*, 44(1), 33–42.

StartMyRestaurant (2018) The Importance of Consistency in Restaurant Business. *Culinary Indulgence*. Available at : <http://startmyrestaurant.com.my/blog/the-importance-of-consistency-in-restaurant-business/> (accessed the 9th September 2018).

T

Telfer, E. (1996) Food for Thought: Philosophy and Food. London: Routledge.

Terenzio, O. (2016) The Globalization of Dining: On Discovery & Authenticity. *OpenTable*. Available at: <http://openforbusiness.opentable.com/trending/globalization-dining-discovery-authenticity/> (accessed the 9th of September 2018).

The Culinary Pro. (2018) CALCULATING FOOD COST. *The Culinary Pro*. Available at : <https://www.theculinarypro.com/calculating-food-cost/> (accessed the 11th September 2018).

Trauer, B. & Ryan, C. (2005) Destination image, romance and place experience-an application of intimacy theory in tourism. *Tourism Management*, 26 (4), 481-491.

Turizmus (2018) Nem csillapodik a munkaerőhiány. Available at: <https://turizmus.com/szallashely-vendeglatas/nem-csillapodik-a-munkaeroihiany-1158598> (accessed the 10th September 2018).

U

V

Verhoef, P. C., Lemon, K. N., Parasuraman, A., Roggeveen, A., Tsiros, M., & Schlesinger, L. A. (2009) Customer Experience Creation: Determinants, Dynamics and Management Strategies. *Journal of Retailing*, 85, 31-41.

Vila, M. Enz, C., & Costa, G. (2012). Innovative practices in the Spanish hotel industry. *Cornell Hospitality Quarterly*. 53 (1), 75–85.

Vries, H. J. & Go, M. F. (2017) Developing a common standard for authentic restaurants. *The Service Industries Journal*, 37 (15-16), 1008-1028.

W

Walker, J. W. (2008) *The Restaurant – From Concept to Operation*, 6, New Jersey, John Wiley & Sons.

Wall, E. A. & Berry, L. L. (2007) The Combined Effects of the Physical Environment and Employee Behavior on Customer Perception of Restaurant Service Quality. *Cornell Hotel and Restaurant Administration Quarterly*, 48 (1), 59-69.

Wang, L., Law, R., Hung, K., & Guillet, B. D. (2014) Consumer trust in tourism and hospitality: A review of the literature. *Journal of Hospitality and Tourism Management*, 21, 1-9.

WebstaurantStore. (2018) How to Price A Menu. *WebstaurantStore*. Available at : <https://www.webstaurantstore.com/article/129/restaurant-menu-pricing.html> (accessed the 11th September 2018).

Wijaya, S., King, B., Nguyen, T. H., & Morrisson, A. (2013) International visitor dining experiences: A conceptual framework. *Journal of Hospitality and Tourism Management*, 20, 34–42.

Willaims, D. B. (2018). SWOT Analysis Example for Restaurants. *Culinary Business Strategy*. Available at: <https://www.culinarybusinessstrategy.com/swot-analysis-example-for-restaurants/> (accessed the 31th August 2018).

Wormley, R. (2016). The Biggest Restaurant Management Trends You Need to Know About in 2016. *WhenIWork*. Available at: <https://wheniwork.com/blog/restaurant-management-trends/> (accessed the 12th September 2018).

Z

Zeng, G., Zhao, Y., & Sun, S. (2014) Sustainable development mechanism of food culture's translocal production based on authenticity. *Sustainability*, 6 (10), 7030–7047.

Zukin, S., Lindeman, S., & Hurson, L. (2017) The omnivore's neighborhood? Online restaurant reviews, race, and gentrification. *Journal of Consumer Culture*, 17 (3), 459–479.

Appendix 1: Menu item review

Main	Unit price	Qty	Total revenue	Food cost per unit	Total food cost	Margin per unit	Total margin	ELABÉ	Volume per unit	Volume per margin	Popularity	Profitability	Value
Wiener Snitzel, potato puree	6,555	171	1,120,837	1,234	211,014	5,321	909,823	18.8%	13.3%	18.4%	H	H	STAR
Pike Perch, shrimp paprikash	5,167	174	898,978	2,029	353,046	3,138	545,932	39.3%	13.5%	11.0%	H	L	PUZZLE
Steak, duck liver, ratatulle	8,377	102	854,496	2,334	238,068	6,043	616,428	27.9%	7.9%	12.4%	L	H	COW
Duck leg, apple, cabbage	4,745	151	716,524	1,512	228,312	3,233	488,212	31.9%	11.7%	9.9%	H	L	PUZZLE
Vadas puree, beef dumplings	4,715	148	697,755	1,210	179,080	3,505	518,675	25.7%	11.5%	10.5%	H	L	PUZZLE
Trout, veggies, butter sauce	4,930	115	566,942	727	83,605	4,203	483,337	14.7%	8.9%	9.8%	L	H	COW
Rib eye, asparagus, baby carrots	6,612	76	502,523	2,819	214,244	3,793	288,279	42.6%	5.9%	5.8%	L	L	DOG
Mushroom risotto, parmesan	3,402	117	398,034	594	69,498	2,808	328,536	17.5%	9.1%	6.6%	L	L	DOG
Chicken stew, home made pasta	3,387	100	338,688	397	39,700	2,990	298,988	11.7%	7.8%	6.0%	L	L	DOG
Spinach ravioli, quail egg	4,272	72	307,584	622	44,784	3,650	262,800	14.6%	5.6%	5.3%	L	L	DOG
Mushroom risotto, duck liver	4,772	61	291,114	1,249	76,189	3,523	214,925	26.2%	4.7%	4.3%	L	L	DOG
TOTAL		1,287	6,693,475		1,737,540	3,851	4,955,935	26.0%	100.0%	100.0%	117		

Appendix 2: The motivation questionnaire

Kedves Pierrot-os Kollégák,

Mint már legtöbben tudjátok, én csak ideiglenesen bővíttem a csapatot. Jelen pillanatban a szakdolgozatomat írom, és szeretnék egy kis segítséget kérni 4 kérdés megválaszolásával.

A. Kérlek írd le 5 dolgot, ami motivál téged egy munkahelyen, azaz amitől elégedett leszel a munkahelyeddel.

- 1)
- 2)
- 3)
- 4)
- 5)

B. Kérlek írd le 5 dolgot, ami demotiválóan hat rád a munkahelyen, amitől nem szeretsz munkába járni.

- 1)
- 2)
- 3)
- 4)
- 5)

C. Kérek nevezd meg 3 olyan tényezőt, ami segítene motiválni, elégedettebbé tenni a Pierrotban. (pl.: előre lépési lehetőség, több training program.. stb.)

- 1)
- 2)
- 3)

D. A Pierrot étteremnek hiányzik a küldetés nyilatkozata. A küldetés nyilatkozat, megmutatja az étterem misszióját, célját. Azaz megfogalmazza azt, hogy mit is csinálunk mi a Pierrotban. Egy jó küldetés nyilatkozat arra válaszol, hogy mi a célunk az étteremben? Kik a vendégeink? És hogyan érjük ezt el?

Ilyen például egy Egyetemista büfé küldetése: „Gyors, finom és egészséges ételeket kínálunk elérhető áron és boldog környezetben az egyetemistáknak”

Szerintetek mi a Pierrot küldetése?

Nagyon szépen köszönöm a segítséget!

